

US EPA ARCHIVE DOCUMENT



# The 2008 EPA Employee Survey on Equal Employment Opportunity

Final Report

August 28, 2008

**Submitted to:**

Office of Civil Rights  
U. S. Environmental Protection Agency  
1200 Pennsylvania, Ave., NW  
Ariel Rios North, Rm. 2450  
Washington, DC 20460

**Submitted by:**

**WESTAT**  
1650 Research Boulevard  
Rockville, Maryland 20850  
(301) 251-1500

(This page intentionally left blank)

## Executive Summary

*The U.S. Environmental Protection Agency's (EPA's) Office of Civil Rights (OCR) sponsored the 2008 EPA Equal Employment Opportunity Employee Survey to measure the perceptions and experiences of EPA employees regarding equal employment opportunity and affirmative employment at the EPA. The survey explored four specific topics: organizational culture, including trust in EPA to treat employees fairly; personal experiences with on-the-job discrimination at EPA; familiarity with EPA information sources and policies regarding equal employment opportunity (EEO) and reasonable accommodation; and Special Emphasis and Diversity Programs. OCR is using the survey results to identify how it can improve its EEO and affirmative employment services.*

*The survey was administered via the web from May 6 through June 3, 2008, to a census of civil service employees working at EPA headquarters, regional offices, and lab sites. The response rate was 47% (7,988 respondents among 17,173 eligible employees).*

### Findings

#### Organizational Culture at EPA

**Employees treat one another with respect.** Many respondents believe that coworkers treat one other with respect (73%).

**EPA is committed to a diverse workforce.** Also, many respondents (72%) share the belief that EPA values diversity in the workforce.

**EPA educates its employees on their civil rights.** About two-thirds of the survey respondents agree that EPA provides employees with information about their civil rights in the workplace (66%) and educates employees about unacceptable behavior in the workplace (63%). Fewer respondents, though, agree that EPA instructs employees on *how* to report unacceptable workplace behavior (53%).

**Some hesitancy exists about discussing and reporting unfair treatment.** Respondents are less positive in their perceptions about EPA organizational culture regarding reports of unfair treatment. For example, only 59 percent said they would feel comfortable talking to their EPA managers and supervisors about unacceptable workplace behavior, and even fewer respondents (39%) think employees speak up when they observe unacceptable behavior in the workplace. Only one fourth of respondents agreed that they would receive impartial support from EPA if they filed a discrimination complaint, and about one-third (32%) agreed there would be negative consequences for them if they reported unfair treatment at work.

**Respondents perceive some gaps between EPA EEO and affirmative employment policies and actions.** Less than half of the survey respondents (47%) agree that EPA tries to remove barriers to advancement opportunities for employees. About half (49%) say that EPA sometimes tolerates unfair treatment in the workplace, and about 40 percent perceive that some EPA managers prefer hiring employees that share their background or physical characteristics.

**Trust varies regarding fair treatment with respect to aspects of their jobs.**

Respondent trust that EPA will be fair to all employees ranged from 69 percent to 41 percent across six job-related items: access to professional training (69%), access to career development opportunities (57%), performance appraisals (57%), recruitment (51%), recognition and rewards (50%), and promotions (41% positive; 37% negative).

**Trust regarding EEO enforcement is modest, but many are neutral on this issue.**

Slightly more than half of respondents trust EPA to respond promptly to allegations of illegal discrimination (54%), to consistently enforce EPA's EEO policies (52%), to treat employees who file complaints respectfully (52%), and to be fair when handling discrimination complaints (48%). However, the percentages of neutral responses for these items were relatively high (27% to 34%), indicating perhaps that respondents think they do not have the experience or information to answer these questions. Negative perceptions ranged from only 18 percent to 21 percent for these items.

**Worksite: Lab site respondents, on average, are most positive.** Respondents who reported they work at lab sites generally were more positive than those reporting they work at headquarters or regional offices. Respondents in the latter two groups generally did not differ notably (by 5 percentage points or more) in their perceptions about EPA's organizational culture and their trust in EPA regarding EEO enforcement and fair treatment of employees.

**Demographic subgroups: Perceptions varied notably by respondent subgroups.**

There were many notable differences in percent positive responses within demographic subgroups (e.g., race/ethnicity, gender, age, disability status, supervisory status, tenure). Generally, perceptions were least positive for respondents who were Non-White and respondents with disabilities. Also, respondents 40 years and older were notably less positive on a number of items.

## Possible Personal Experiences With On-the-Job Discrimination

**A relatively low percentage of respondents (14%) believe they experienced employment-related discrimination at EPA during the past 12 months.** The discrimination issues most commonly reported by these respondents were *promotion* (51%), *performance evaluation* (50%), and *career development* (45%). The bases of discrimination most commonly reported were *age* (43%), *race* (42%), and *gender* (36%).

**Few respondents actually filed a formal discrimination complaint with EPA (4%,  $n = 47$ ).** However, about 60 percent of the 47 who filed a complaint said they were either *very dissatisfied* with how the complaint was processed or *very dissatisfied* with the on-going complaint process.

**Respondents not filing a complaint have concerns.** The most common reasons reported by nonfilers were that they didn't think it would make a difference in their situation (97%), and they were worried about what might happen to them if they filed a complaint (80%). Nearly a fourth (23%) said they were not sure how to file a complaint. These responses echo some of the earlier responses in the organizational culture section of the survey.

**Respondents who are *not sure* if they experienced employment-related discrimination at EPA also have concerns.** Ten percent of respondents said they are not sure if they experienced discrimination, and 90 percent of them said they had *not* talked to an equal employment official or a union official about their situations. They did not do so primarily because they did not think talking to someone about it would make a difference in their situation (83% of them), and they were worried about what might happen to them if they asked about the situation (42%). More than a third (35%) said they do not know how to file a complaint.

## Employee Awareness of EPA Policies, Procedures, and Programs

**Opportunities exist for OCR to raise awareness among EPA employees regarding equal employment opportunity information sources.** Although 42 percent of respondents said they are familiar (*very* or *somewhat familiar*) with EPA's 2007 Equal Employment Opportunity Policy, fewer respondents reported they had visited the EPA's Office of Civil Rights website at least once during the past 12 months (21%) or had completed at least one of OCR's Intranet Civil Rights Training Modules during that time (25%).

Also, the percentage of respondents reporting they know the name or the contact information, or both, was 32 percent regarding EPA's National Reasonable Accommodation Coordinator and 46 percent regarding their local Reasonable Accommodation Coordinator.

**Users of the Reasonable Accommodation process have positive perceptions about the process.** Among the 5 percent of respondents who used EPA's Order and Procedures on Providing Reasonable Accommodations to Qualified Applicants and Employees with Disabilities to request or process a request for reasonable accommodations during the past 12 months, 85 percent said they were treated fairly during the Reasonable Accommodation process.

Of those who requested and received information from the National or local Reasonable Accommodation Coordinator, 93 percent said the information was helpful to them.

## Special Emphasis and Diversity Programs

**Respondent attendance varies at EPA events.** Attendance ranged from 9 percent to 30 percent across 11 events. The events with the highest attendance were Administrative Professionals Week (30%), Black History Month (29%), Martin Luther King Observance (27%), Hispanic Heritage Month (22%), and Asian American / Pacific Islander Heritage Month (22%).

**EPA is doing well in meeting two of its intended goals.** The two Special Emphasis and Diversity Program goals with the highest percentage of respondents saying they were *always* or *usually* met were (1) The events highlighted the contributions of various cultures, ethnicities, or groups (78%), and (2) The events promoted acceptance of differences within the workforce (67%). Percentages were somewhat lower for (3) The event(s) raised employees' awareness of the benefits of equal employment opportunity (54%) and (4) The event speakers focused on topics relevant to affirmative employment (51%).

## Recommendations

Some of the following recommendations can be acted on directly by OCR. Others will require close coordination with other EPA offices, such as the Human Resources Office. To be successful, planned initiatives will benefit greatly from workforce input, senior executive commitment and support, and strong buy-in among agency managers.

- ❑ Promote more awareness about equal employment opportunity and affirmative employment activities, policies, and processes by supplementing existing online information with other information dissemination methods (e.g., print materials, newsletter articles, training classes).
- ❑ Review how easy it is to locate information about equal employment opportunity and affirmative employment on both EPA's public website and OCR's intranet site.
- ❑ Expand and modify existing training programs related to equal employment opportunity, affirmative employment, and workforce diversity. Provide training opportunities for all employees. Incorporate into manager and supervisor training: coaching skills for addressing equal employment issues, "realistic" discrimination exercises, and more emphasis on the sociological aspects of diverse workforces.
- ❑ Engage in more bottom-up communication—collect additional feedback from employees to promote meaningful engagement and to gain a more in-depth understanding of their perceptions. That understanding may help in developing appropriate plans for improving agency performance. For example:
  - Conduct focus groups, meetings, or interviews with employees, particularly with subgroups identified as having the lowest positive perceptions about equal employment opportunity and affirmative employment at EPA. Such dialogues could perhaps become integral components of Special Emphasis and Diversity Program events.
  - Develop evaluation forms that can be completed anonymously by employees who have been through the discrimination complaint process, participated in training classes, or received reasonable accommodation. The forms should include some open-ended questions that allow the employees to explain their ratings. OCR could use the results to continually monitor and measure its performance on current and new initiatives and to identify ways to improve its equal employment opportunity services.
- ❑ Disseminate the survey findings to employees to ensure them that their time was spent usefully in completing the survey. Engage employee representatives in action planning by OCR and senior managers and inform all employees of the completed plans for improving services.



## Table of Contents

Survey Background.....	1
Survey Objective .....	1
Questionnaire Content .....	1
Survey Administration.....	1
Reported Data.....	2
Response Scales/Options for Survey Items .....	2
Crosstabulation Results.....	3
Organization of the Report .....	3
Respondent Characteristics.....	5
Perceptions About EPA Organizational Culture .....	7
Strengths and Challenges .....	7
Neutral Responses and “Don’t Know” Percentages.....	8
Trust Score.....	9
Notable Differences in Percent Positive Responses for Organizational Culture Items by Subgroup .....	10
Possible Personal Experiences With On-the-Job Discrimination.....	21
Employees Who Believe They Experience Job Discrimination .....	21
Employees Who Said They Are Not Sure If They Experienced Job Discrimination During the Past 12 Months.....	23
Perceptions About On-the-Job Discrimination Experienced by Co-Workers.....	23
Subgroup Findings on Discrimination.....	23
Employee Awareness of EPA Policies, Procedures, and Programs .....	27
Overall Awareness Findings .....	27
Reasonable Accommodation .....	29\
Special Emphasis and Diversity Programs .....	31
Attendance .....	31
Perceptions About Special Emphasis and Diversity Programs .....	32
Common Themes in Respondent Comments .....	33
Overall Summary of Survey Findings .....	43
Section A: Organizational Culture .....	43
Section B: Possible Personal Experience With On-the-Job Discrimination .....	45
Section C: Employee Awareness of EPA Policies, Procedures, and Programs.....	46
Section D: Special Emphasis and Diversity Programs .....	46
Conclusions and Recommendations.....	49
EPA EEO Action Planning Training for Managers.....	59
References and Other Resources .....	66

## Appendixes

Appendix A: Copy of the Survey Questions .....	A-1
Appendix B: Survey Invitation and Sample Reminder Notice .....	B-1
Appendix C: Survey Method Details.....	C-1



Appendix D: Overall Item-Level Results .....	D-1
Appendix E: Item-Level Results for EPA Regions.....	E-1
Appendix F: Item-Level Results for Headquarters AAships .....	F-1
Appendix G: Item-Level Results for Lab Site Respondents .....	G-1

## List of Tables

Table 1. Respondent Characteristics .....	5
Table 2. Trust Scores by Selected Subgroups.....	9
Table 3. Trust Scores by Headquarters AAship and by Regional Office .....	10
Table 4. Worksite Location: Notable Differences in Percent Positive Responses .....	11
Table 5. Supervisory Status: Notable Differences in Percent Positive Responses .....	12
Table 6. Full-Time/Part-Time Status: Notable Differences in Percent Positive Responses .....	13
Table 7. Tenure: Notable Differences in Percent Positive Responses .....	14
Table 8. Gender: Notable Differences in Percent Positive Responses .....	15
Table 9. Age Group: Notable Differences in Percent Positive Responses.....	17
Table 10. Race/Ethnicity: Notable Differences in Percent Positive Responses .....	18
Table 11. Disability Status: Notable Differences in Percent Positive Responses.....	19
Table 12. Awareness of EEO and Civil Rights Information Sources .....	27
Table 13. Awareness of EEO and Civil Rights Information Sources by Supervisory Status .....	28
Table 14. Respondent Perceptions About How Often the Special Emphasis Program Events They Attended Met EPA Goals .....	32

## List of Figures

Figure 1. Organizational Culture (General Perceptions) .....	7
Figure 2. Organizational Culture (Trust) .....	8

# 2008 EPA EQUAL EMPLOYMENT OPPORTUNITY EMPLOYEE SURVEY

## SURVEY BACKGROUND

### ☐ Survey Objective

The U.S. Environmental Protection Agency (EPA), Office of Civil Rights (OCR), conducted this survey to measure employee perceptions about, and awareness of, equal employment opportunity and workforce diversity at EPA. OCR will use the results to identify ways to improve its services in the areas of equal employment opportunity and affirmative employment at EPA.

### ☐ Questionnaire Content

The survey included six sections:

**Section A:** Organizational Culture (22 items)

**Section B:** Possible Personal Experiences with On-the-Job Discrimination (the number of items varies depending on responses)

**Section C:** Awareness of EPA Policies, Procedures, and Programs (the number of items varies depending on responses)

**Section D:** Special Emphasis and Diversity Programs (the number of items varies depending on responses)

**Section E:** About You (11 demographic items)

**Section F:** Your Thoughts and Comments (open-ended question)

A Word version of the web-based survey is included in Appendix A.

### ☐ Survey Administration

The survey was administered via the web to all civil service employees included on the survey frame provided by EPA. Data collection continued for 4 weeks, from May 6 to June 3, 2008. Communications with employees included a prenotification email message, a survey invitation with a link to the survey, four reminder messages, and a final message reiterating that if employees were having any technical problems accessing the survey they should contact the Survey Support Center by email or telephone (see Appendix B for the survey invitation message and a sample reminder message). The final response rate was 47 percent (7,988 respondents among 17,173 eligible employees). Appendix C includes more details on survey methods and administration.

## ❑ Reported Data

The percentages reported in the table are unweighted data reflecting only the responses of EPA employees who participated in the survey. Because the data are unweighted, the survey estimates may or may not represent the full EPA population.

## ❑ Response Scales/Options for Survey Items

### **Sections A and D**

Two 5-point Likert response scales were used in the survey: *Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree* in Section A (Organizational Culture) and *Never*, *Rarely*, *Sometimes*, *Usually*, and *Always* in Section D, Question 2 (How often Special Emphasis Program events met their goals). For questions A1 through A12, respondents had the additional option of answering “Don’t know.” “Don’t know” responses were included in the calculation of percentages for Items A1 through A12.

Charts and tables in this report pertaining to those questions contain percent positive, neutral, and negative responses for each question (all percentages in this report have been rounded to whole numbers). For all positively worded items in Section A (all items except A7, A9, and A12) and for all items in Question 2 of Section D, Positive, Neutral, and Negative were defined as follows:

**Percent Positive:** The combined percentages of respondents who answered *Strongly agree* or *Agree* in Section A or who answered *Always* or *Usually* in Section D.

**Percent Neutral:** The percentage of respondents choosing *Neither agree nor disagree* in Section A or *Sometimes* in Section D in the 5-point scales.

**Percent Negative:** The combined percentages of respondents who answered *Strongly disagree* or *Disagree* in Section A or *Always* or *Usually* in Section D.

For the three negatively worded items in Section A (A7, A9, and A12), Neutral was again the middle response in the Likert scales. However, Positive and Negative were defined as follows:

**Percent Positive:** The combined percentages of respondents who answered *Strongly disagree* or *Disagree*.

**Percent Negative:** The combined percentages of respondents who answered *Strongly agree* or *Agree*.

In the text, when a statement appears that X percentage “agreed” with the item, the percentage includes anyone responding either *Agree* or *Strongly agree* to the item. Similarly, “disagreed” represents respondents answering *Disagree* or *Strongly Disagree*.

## **Sections B, C, D, and E**

Response options varied for the remaining items in Sections B, C, D, and E. For the open-ended question in Section F (“What could EPA do better to improve employment opportunity throughout the agency”), respondents could provide an unlimited answer.

### **❑ Crosstabulation Results**

#### ***Demographic Groups***

Under the heading of “Notable Subgroup Findings,” the results of crosstabulations highlight differences in positive percentages of at least 5 points or more within population subgroups. The subgroup categories examined were Work Site, Supervisory Status, Tenure, Flex-time status, Education, Full-time/Part-time Status, Gender, Age, Race, and Disability Status.

#### ***Worksite Groups***

Appendix E of the report includes comparative findings for EPA’s 10 regional offices for each item in Survey Sections A, B, C, and D. Similar comparative information for respondents working at headquarters is presented in Appendix F by AAship. Administrative data were used to identify regional office respondents and AAship headquarters respondents. Appendix G contains comparative information for respondents who self-reported they were headquarters employees working at lab sites.

## **ORGANIZATION OF THE REPORT**

The remainder of this report contains a profile of the respondents and the survey results. The results are presented as follows:

- ❖ Respondent Characteristics
- ❖ Perceptions About EPA’s Organizational Culture
- ❖ Personal Experiences With On-the-Job Discrimination
- ❖ Awareness of EPA Policies, Procedures, and Programs
- ❖ Special Emphasis and Diversity Program Events
- ❖ Common Themes in Responses to the Open-Ended Question
- ❖ Overall Summary of Survey Findings
- ❖ Conclusions and Recommendations
- ❖ EPA EEO Action Planning Training for Managers

Appendix A includes a copy of the survey; Appendix B, the survey invitation email and a sample reminder message; Appendix C, more information about survey

methods; Appendix D, a set of tables showing complete overall results for each item, Appendix E, a table showing item-level results for each EPA region, Appendix F, a table showing item-level results for Headquarters by AAships, and Appendix G, a table showing item-level totals for lab site respondents.

## RESPONDENT CHARACTERISTICS

Table 1 includes demographic information reported by respondents to the survey.

**Table 1.** Characteristics of 2008 EPA EEO Survey Respondents

Characteristic	Percent
<b>Worksite Location</b>	
Headquarters	30
Regional Office	60
Headquarters employee at lab site	10
<b>Supervisory Status</b>	
Non-supervisor	76
Team leader	11
Supervisor	7
Manager	3
Executive	2
<b>Tenure at EPA</b>	
Less than 3 years	12
3 to 10 years	25
11 years or more	63
<b>Full-Time Status</b>	
Full-time employee	96
Part-time employee	4
<b>Flex-Time Status</b>	
Yes, flex-time schedule	51
No, not flex-time schedule	49
<b>Gender</b>	
Male	44
Female	56
<b>Age Group</b>	
25 years old or younger	2
26-39 years old	21
40-49 years old	32
50 years or older	46
<b>Highest Level of Education</b>	
Less than a bachelor's degree	16
Bachelor's degree	35
Master's degree	33
Professional degree	7
Doctorate or post-doctorate	9
<b>Are you: Hispanic or Latino</b>	
Yes	7
No	94
<b>Racial Category</b>	
White	71
Black or African American	18
Asian	6
American Indian or Alaska Native	1
Native Hawaiian or Other Pacific Islander	<1
Two or more races	3
<b>Do you have: A Disability</b>	
Yes	8
No	92

Note: Percentages within a category may not add to 100% because of rounding.

(This page intentionally left blank)



## PERCEPTIONS ABOUT EPA ORGANIZATIONAL CULTURE

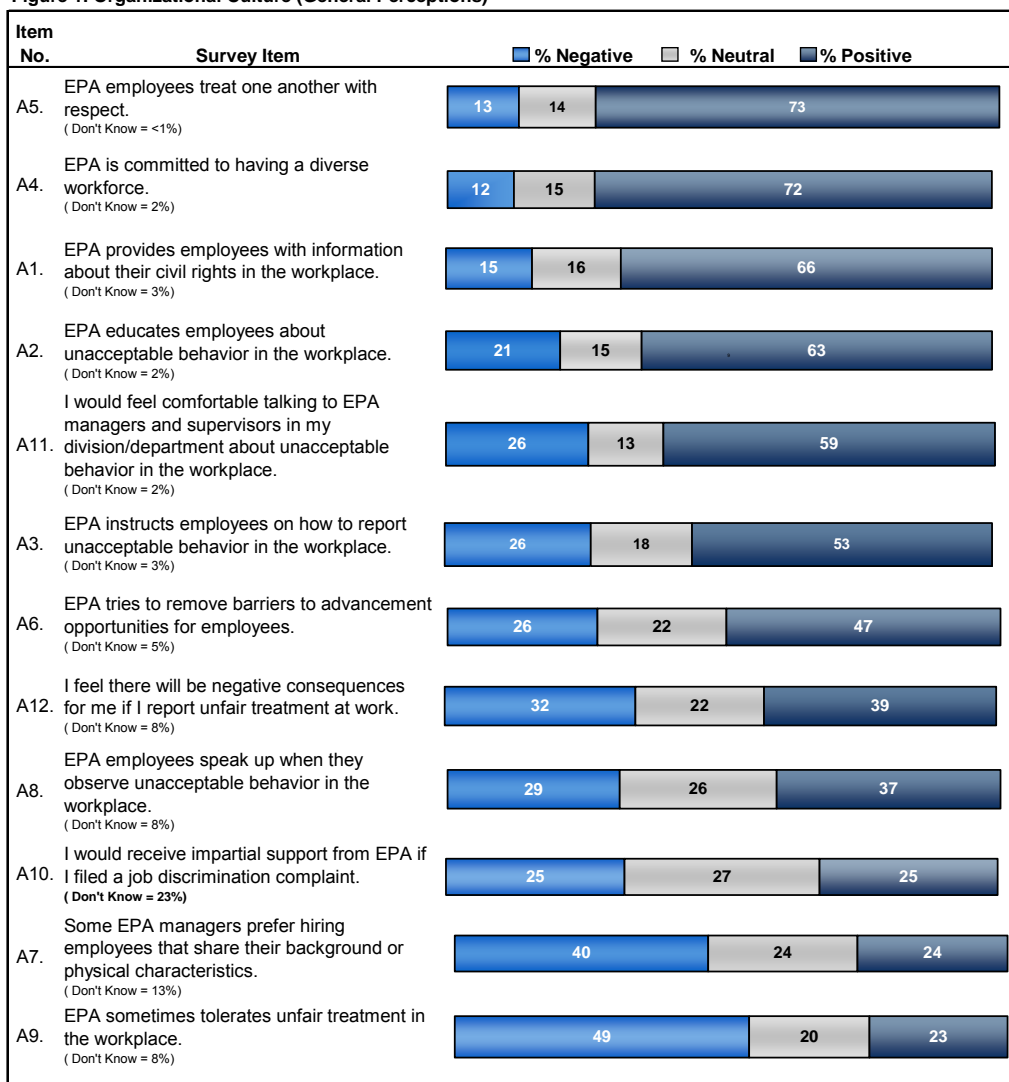
This section of the report includes findings on the 22 organizational culture items in Section A of the survey. The items addressed different aspects of organizational culture at EPA, with a focus on EPA's efforts to promote affirmative employment; to treat all employees fairly; to create a workforce with diverse backgrounds, skills, and viewpoints that employees value; and to promote a climate of respect among co-workers.

### Strengths and Challenges

Figure 1 shows the percent positive, neutral, and negative results for the first 12 organizational culture items. The first three items in the figure have *percent positive* ratings of 65 percent or higher, representing EPA strengths:

- EPA employees treat one another with respect: 73% (Item A5)
- EPA is committed to having a diverse workforce: 72% (Item A4)
- EPA provides employees with information about their civil rights in the workplace: 66% (Item A1)

Figure 1. Organizational Culture (General Perceptions)



Two items in Figure 1 had a *percent negative* rating higher than 35 percent, representing challenges for EPA:

- ☐ Some EPA managers prefer hiring employees that share their background of physical characteristics: 40% (Item A7).
- ☐ EPA sometimes tolerates unfair treatment in the workplace: 49% (Item A9)

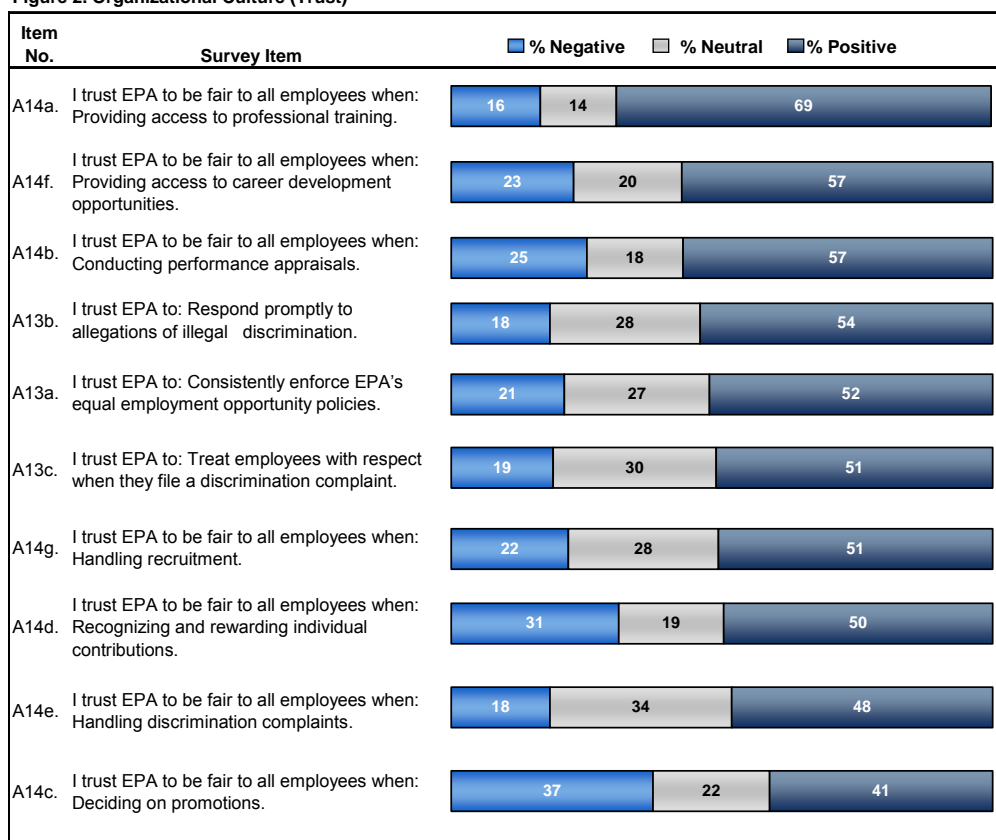
Figure 2 shows percent positive, neutral, and negative responses to a series of “**I trust EPA to...**” items. Item A14a represents a strength for EPA (percent positive  $\geq 65\%$ ):

- ☐ I trust EPA to be fair to all employees when: Providing access to professional training: 69%

Item A14c represents an EPA challenge (percent negative  $\geq 35\%$ )

- ☐ I trust EPA to be fair to all employees when: Deciding on promotions: 37%

Figure 2. Organizational Culture (Trust)



### Neutral Responses and “Don’t Know” Percentages

Respondents choosing the middle category in Likert *Agree/Disagree* response scales may do so because they think the item topic may occur sometimes but not always or they may simply not have an opinion about the item.

The percentage of respondents replying “Don’t know” to the first 12 organizational culture items appears within parentheses after each survey item in Figure 1. A “Don’t know” response may indicate that the item does not apply to the respondent’s work situation or the respondent thinks he or she does not have a basis for answering the item. However, the “Don’t know” responses to items in the Organizational Culture section of the survey may also be substantive responses indicating areas needing attention from OCR. For two of the items, the “Don’t know” response was higher than 10 percent:

- ❑ I would receive impartial support from EPA if I filed a job discrimination complaint: 23% (Item A10)
- ❑ Some EPA managers prefer hiring employees that share their background or physical characteristics: 13% (Item A7)

## Trust Score

An average Trust Score was computed from responses to Items A13a–A14g to provide a summary measure of perceptions about overall trust at EPA regarding fair treatment of employees. The score was computed for each respondent and for selected categories of respondents within seven population subgroups.<sup>1</sup> The maximum score possible was 5.0. Respondent scores ranged from 1.0 to 5.0, with an average Trust Score of 3.6. Table 2 contains the Trust Score results (rounded to one decimal place) for seven subgroup populations. Table 3 contains the Trust Score results for the 13 Headquarter AAships and the 10 EPA Regions.

**Table 2. Trust Scores by Selected Subgroups**

Subgroup	Trust Score	Subgroup	Trust Score
<b>Worksite Location</b>		<b>Supervisory Status</b>	
Lab site	3.8	Manager/Executive	4.3
Regional office	3.6	Supervisor	4.3
Headquarters	3.6	Nonsupervisor	3.5
<b>Age</b>		<b>Gender</b>	
Less than 40 years old	4.0	Male	3.7
40 years or older	3.5	Female	3.5
<b>Race/Ethnicity</b>		<b>Tenure</b>	
White	3.8	Less than 3 years	4.3
Asian	3.6	3 to 10 years	3.7
Hispanic	3.5	11 years or more	3.4
Black/African American	3.2	<b>Disability Status</b>	
Two or more races (not Hispanic or Latino)	3.2	Do not have a disability	3.7
American Indian/Alaska Native	3.0	Have a disability	3.0
Native Hawaiian or Other Pacific Islander	2.7		

<sup>1</sup> The following scale was used to compute Trust scores: 1= Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, and 5 = Strongly Agree. For each respondent, scores were summed for each of the Trust items and divided by the number of items the respondent answered.

**Table 3. Trust Scores by Headquarters AAship and by Regional Office**

Subgroup	Trust Score	Subgroup	Trust Score
<b>Headquarters AAship</b>		<b>Regional Office</b>	
Office of Water	3.7	Region 1	3.8
Office of Inspector General	3.8	Region 2	3.6
Office of General Counsel	3.7	Region 3	3.7
Office of Administration and Resources Management	3.6	Region 4	3.3
Office of Air and Radiation	3.4	Region 5	3.4
Office of Chief Financial Officer	3.4	Region 6	3.4
Office of Enforcement and & Compliance Assurance	3.5	Region 7	3.6
Office of Environmental Information	3.9	Region 8	3.6
Office of International Affairs	3.4	Region 9	3.8
Office of Prevention, Pesticides and Toxic Substance	3.5	Region 10	3.7
Office of Research and Development	3.7		
Office of Solid Waste and Emergency Response	3.8		
Office of the Administrator	3.7		

Note: Administrative data were used to identify headquarters and regional office respondents.

### **Notable Differences in Percent Positive Responses for Organizational Culture Items by Subgroup**

Overall percentages often mask potentially important subgroup differences. In the remaining pages of this section of the report, percent positive differences of 5 points or more within demographic subgroups are presented for the organizational culture items. The 5-point difference is recommended as a rule-of-thumb guideline for making comparisons.

The findings are presented in Tables 4–11. Items in boldface type in the tables represent the largest percentage-point differences for each demographic subgroup.

## Worksite Location

Lab site respondents had notably higher percent positive responses than headquarters or regional office respondents, or both, for 15 of the 22 organizational culture items (Table 4). Headquarters respondents were notably more positive than regional offices for Item A14f, whereas regional office respondents were notably more positive than headquarter respondents for the first three items (A1, A2, and A3). For many items, there were no notable differences between headquarters and regional office respondents.

**Table 4. Worksite Location: Notable Differences in Percent Positive Responses**

Item #	Item	Headquarters	Regional Office	Lab Site
A1	EPA provides employees with information about their civil rights in the workplace.	62%	68%	74%
A2	EPA educates employees about unacceptable behavior in the workplace	55%	66%	69%
<b>A3</b>	<b>EPA instructs employees on how to report unacceptable behavior in the workplace.</b>	<b>45%</b>	<b>56%</b>	<b>63%</b>
A4	EPA is committed to having a diverse workforce.	70%	72%	76%
A7 (R)	Some EPA managers prefer hiring employees that share their background or physical characteristics.	24%	23%	29%
A9 (R)	EPA sometimes tolerates unfair treatment in the workplace.	23%	22%	30%
A12 (R)	I feel there will be negative consequences for me if I report unfair treatment at work.	39%	38%	45%
A13a	I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.	51%	52%	60%
A13b	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	53%	55%	58%
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	71%	68%	75%
A14c	I trust EPA to be fair to all employees when: Deciding on promotions	44%	40%	46%
A14d	I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	52%	48%	53%
A14e	I trust EPA to be fair to all employees when: Handling discrimination complaints.	48%	48%	53%
A14f	I trust EPA to be fair to all employees when: Providing access to career development opportunities.	61%	55%	63%
A14g	I trust EPA to be fair to all employees when: Handling recruitment.	52%	49%	57%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on those who responded "Strongly disagree" or "Disagree."

## Supervisory Status

Nonsupervisors (includes team leaders) had notably lower percent positive responses than supervisors or managers/executives, or both, for all 22 of the organizational culture items (Table 5). Percent positive responses for managers/executives were notably higher than for supervisors for Items A6, A10, A12, A14c, and A14g. They differed also on Item A11, but it is likely that that item had a different meaning for the two groups.

**Table 5. Supervisory Status: Notable Differences in Percent Positive Responses**

Item #	Item	Nonsupervisor or Team Leader	Supervisor	Manager or Executive
A1	EPA provides employees with information about their civil rights in the workplace.	64%	82%	84%
A2	EPA educates employees about unacceptable behavior in the workplace	61%	77%	77%
A3	EPA instructs employees on how to report unacceptable behavior in the workplace.	51%	69%	72%
A4	EPA is committed to having a diverse workforce.	70%	83%	83%
A5	EPA employees treat one another with respect.	72%	84%	83%
<b>A6</b>	<b>EPA tries to remove barriers to advancement opportunities for employees.</b>	<b>44%</b>	<b>70%</b>	<b>75%</b>
A7 (R)	Some EPA managers prefer hiring employees that share their background or physical characteristics.	22%	37%	34%
A8	EPA employees speak up when they observe unacceptable behavior in the workplace.	34%	57%	56%
A9 (R)	EPA sometimes tolerates unfair treatment in the workplace.	20%	43%	45%
A10	I would receive impartial support from EPA if I filed a job discrimination complaint.	22%	40%	47%
A11	I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	57%	76%	82%
A12 (R)	I feel there will be negative consequences for me if I report unfair treatment at work.	36%	59%	67%
A13a	I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.	50%	71%	71%
A13b	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	51%	77%	75%
A13c	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	48%	73%	77%

**Table 5. Supervisory Status: Notable Differences in Percent Positive Responses (continued)**

Item #	Item	Nonsupervisor or Team Leader	Supervisor	Manager or Executive
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	67%	86%	87%
A14b	I trust EPA to be fair to all employees when: Conducting performance appraisals.	55%	77%	76%
<b>A14c</b>	<b>I trust EPA to be fair to all employees when: Deciding on promotions</b>	<b>38%</b>	<b>66%</b>	<b>71%</b>
A14d	I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	46%	73%	76%
A14e	I trust EPA to be fair to all employees when: Handling discrimination complaints.	45%	71%	73%
A14f	I trust EPA to be fair to all employees when: Providing access to career development opportunities.	55%	78%	79%
A14g	I trust EPA to be fair to all employees when: Handling recruitment.	48%	70%	76%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on those who responded "Strongly disagree" or "Disagree."

### **Full-Time/Part-Time Status**

Respondents working part-time had notably higher percent positive responses than full-time respondents did for 7 of the 22 organizational culture items (Table 6).

**Table 6. Full-Time/Part-Time: Notable Differences in Percent Positive Responses**

Item #	Item	Full-time	Part-time
<b>A4</b>	<b>EPA is committed to having a diverse workforce.</b>	<b>71%</b>	<b>80%</b>
A5	EPA employees treat one another with respect.	73%	80%
A11	I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	59%	65%
<b>A13a</b>	<b>I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.</b>	<b>52%</b>	<b>61%</b>
A13b	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	54%	61%
A13c	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	51%	58%
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	69%	74%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on those who responded "Strongly disagree" or "Disagree."



### **Tenure: Years Worked at EPA**

Respondents working at EPA for less than 3 years were notably more positive than older respondents for 20 of the 22 organizational culture items (Table 7). For all trust items (Item A13a–Item A14g), respondents working at EPA for 3 to 10 years were notably more positive than respondents working there for 11 years or more.

**Table 7. Tenure: Notable Differences in Percent Positive Responses**

Item #	Item	Less Than 3 Years	3 to 10 Years	11 Years or More
A1	EPA provides employees with information about their civil rights in the workplace.	73%	65%	66%
A2	EPA educates employees about unacceptable behavior in the workplace.	69%	62%	63%
A3	EPA instructs employees on how to report unacceptable behavior in the workplace.	59%	50%	54%
A4	EPA is committed to having a diverse workforce.	81%	72%	70%
A5	EPA employees treat one another with respect.	83%	73%	71%
A6	EPA tries to remove barriers to advancement opportunities for employees.	56%	47%	46%
A7 (R)	Some EPA managers prefer hiring employees that share their background or physical characteristics.	31%	25%	22%
A9 (R)	EPA sometimes tolerates unfair treatment in the workplace.	35%	22%	21%
A11	I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	74%	59%	57%
A12 (R)	I feel there will be negative consequences for me if I report unfair treatment at work.	51%	38%	37%
A13a	I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.	74%	56%	47%
A13b	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	73%	57%	50%
<b>A13c</b>	<b>I trust EPA to: Treat employees with respect when they file a discrimination complaint.</b>	<b>73%</b>	<b>53%</b>	<b>46%</b>
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	84%	72%	66%
A14b	I trust EPA to be fair to all employees when: Conducting performance appraisals.	77%	59%	53%

**Table 7. Tenure: Notable Differences in Percent Positive Responses (continued)**

Item #	Item	Less Than 3 Years	3 to 10 Years	11 Years or More
A14c	I trust EPA to be fair to all employees when: Deciding on promotions	63%	43%	37%
A14d	I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	77%	59%	53%
A14e	I trust EPA to be fair to all employees when: Handling discrimination complaints.	69%	50%	44%
A14f	I trust EPA to be fair to all employees when: Providing access to career development opportunities.	78%	60%	53%
A14g	I trust EPA to be fair to all employees when: Handling recruitment.	67%	53%	47%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on "Strongly disagree" or "Disagree" responses.

### ***Flex-Time Status***

There were no notable differences in percent positive responses between respondents working a regular 5-day schedule and respondents working a flex-time schedule.

### ***Gender***

Men had notably higher percent positive responses than women for 20 organizational culture items (Table 8). They differed most (12 percentage points) on Items A6 and A9.

**Table 8. Gender: Notable Differences in Percent Positive Responses**

Item #	Item	Male	Female
A1	EPA provides employees with information about their civil rights in the workplace.	70%	64%
A2	EPA educates employees about unacceptable behavior in the workplace	68%	60%
A3	EPA instructs employees on how to report unacceptable behavior in the workplace.	59%	49%
A4	EPA is committed to having a diverse workforce.	76%	69%
A5	EPA employees treat one another with respect.	78%	69%
A6	<b>EPA tries to remove barriers to advancement opportunities for employees.</b>	<b>54%</b>	<b>42%</b>
A8	EPA employees speak up when they observe unacceptable behavior in the workplace.	41%	34%
A9 (R)	<b>EPA sometimes tolerates unfair treatment in the workplace.</b>	<b>30%</b>	<b>18%</b>
A10	I would receive impartial support from EPA if I filed a job discrimination complaint.	28%	23%

**Table 8. Gender: Notable Differences in Percent Positive Responses (*continued*)**

Item #	Item	Male	Female
A11	I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	64%	56%
A12 (R)	I feel there will be negative consequences for me if I report unfair treatment at work.	44%	35%
A13a	I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.	56%	50%
A13b	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	58%	52%
A13c	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	56%	48%
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	73%	67%
A14b	I trust EPA to be fair to all employees when: Conducting performance appraisals.	61%	55%
A14c	I trust EPA to be fair to all employees when: Deciding on promotions	44%	39%
A14d	I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	53%	48%
A14e	I trust EPA to be fair to all employees when: Handling discrimination complaints.	53%	45%
A14f	I trust EPA to be fair to all employees when: Providing access to career development opportunities.	61%	55%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on those who responded "Strongly disagree" or "Disagree."

### ***Education***

For the most part, percent positive responses were similar across all education categories except for respondents with less than a bachelor's degree. The latter group was notably less positive than the other respondent groups on some items. The differences were greatest (10 or more percentage points) for Items A5 (EPA employees treat one with respect), A6 (EPA tries to remove barriers to advancement opportunities for employees), and A12 (I feel there will be negative consequences for me if I report unfair treatment at work).

## Age Group

For reporting purposes, the two youngest age groups (<25 years and 25 to 30) were collapsed because the younger group represented only 2 percent of the respondent population and the two groups had similar percent positive responses on the organizational culture items. Also, the two older age groups (40 to 49 years and 50 years and older) were collapsed because the percent positive responses were so similar for both groups. Respondents younger than 40 years old were notably more positive than those 40 years and older for 15 items (Table 9).

**Table 9. Age Group: Notable Differences in Percent Positive Responses**

Item #	Item	Less than 40 years old	40 years old or older
A5	EPA employees treat one another with respect.	78%	72%
A7 (R)	Some EPA managers prefer hiring employees that share their background or physical characteristics.	29%	22%
A11	I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	65%	58%
A12 (R)	I feel there will be negative consequences for me if I report unfair treatment at work.	43%	38%
<b>A13a</b>	<b>I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.</b>	<b>64%</b>	<b>49%</b>
A13b	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	64%	52%
A13c	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	63%	48%
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	80%	67%
<b>A14b</b>	<b>I trust EPA to be fair to all employees when: Conducting performance appraisals.</b>	<b>69%</b>	<b>54%</b>
A14c	I trust EPA to be fair to all employees when: Deciding on promotions	52%	39%
A14d	I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	61%	47%
<b>A14e</b>	<b>I trust EPA to be fair to all employees when: Handling discrimination complaints.</b>	<b>60%</b>	<b>45%</b>
A14f	I trust EPA to be fair to all employees when: Providing access to career development opportunities.	69%	55%
A14g	I trust EPA to be fair to all employees when: Handling recruitment.	60%	48%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on those who responded "Strongly disagree" or "Disagree."

## Race/Ethnicity

For all 22 organizational culture items, the percent positive responses of White (Non-Hispanic) respondents were notably higher than those for Non-White respondents (Table 10). The category Non-White represents racial and ethnic groups with low population numbers relative to the White respondent population: Hispanic or Latino, Black or African American, Asian, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, and two or more races (not Hispanic or Latino).

**Table 10. Race/Ethnicity: Notable Differences in Percent Positive Responses**

Item #	Item	White (Non Hispanic)	Non-White
A1	EPA provides employees with information about their civil rights in the workplace.	70%	60%
A2	EPA educates employees about unacceptable behavior in the workplace	67%	57%
A3	EPA instructs employees on how to report unacceptable behavior in the workplace.	56%	49%
<b>A4</b>	<b>EPA is committed to having a diverse workforce.</b>	<b>80%</b>	<b>56%</b>
A5	EPA employees treat one another with respect.	79%	63%
A6	EPA tries to remove barriers to advancement opportunities for employees.	54%	36%
A7 (R)	Some EPA managers prefer hiring employees that share their background or physical characteristics.	28%	16%
A8	EPA employees speak up when they observe unacceptable behavior in the workplace.	41%	31%
A9 (R)	EPA sometimes tolerates unfair treatment in the workplace.	27%	15%
A10	I would receive impartial support from EPA if I filed a job discrimination complaint.	26%	24%
A11	I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	65%	50%
A12 (R)	I feel there will be negative consequences for me if I report unfair treatment at work.	45%	28%
A13a	I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.	58%	42%
A13b	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	60%	43%
A13c	I trust EPA to: Treat employees with respect when they file a discrimination complaint.	57%	40%
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	74%	62%

**Table 10. Race/Ethnicity: Notable Differences in Percent Positive Responses**  
(continued)

Item #	Item	White (Non Hispanic)	Non-White
A14b	I trust EPA to be fair to all employees when: Conducting performance appraisals.	62%	50%
A14c	I trust EPA to be fair to all employees when: Deciding on promotions	46%	33%
A14d	I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	54%	43%
A14e	I trust EPA to be fair to all employees when: Handling discrimination complaints.	54%	38%
A14f	I trust EPA to be fair to all employees when: Providing access to career development opportunities.	62%	49%
A14g	I trust EPA to be fair to all employees when: Handling recruitment.	56%	42%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on those who responded "Strongly disagree" or "Disagree."

### **Disability Status**

Respondents with disabilities were less positive than respondents without disabilities, and many differences were greater than 10 percentage points (Table 11).

**Table 11. Disability Status: Notable Differences in Percent Positive Responses**

Item #	Item	With Disability	Without Disability
A1	EPA provides employees with information about their civil rights in the workplace.	54%	68%
A2	EPA educates employees about unacceptable behavior in the workplace	51%	65%
A3	EPA instructs employees on how to report unacceptable behavior in the workplace.	40%	55%
A4	EPA is committed to having a diverse workforce.	61%	73%
A5	EPA employees treat one another with respect.	59%	75%
A6	EPA tries to remove barriers to advancement opportunities for employees.	34%	49%
A8	EPA employees speak up when they observe unacceptable behavior in the workplace.	30%	38%
A9 (R)	EPA sometimes tolerates unfair treatment in the workplace.	16%	24%
A10	I would receive impartial support from EPA if I filed a job discrimination complaint.	21%	26%



**Table 11. Disability Status: Notable Differences in Percent Positive Responses**  
(continued)

Item #	Item	With Disability	Without Disability
A11	I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	45%	61%
A12 (R)	I feel there will be negative consequences for me if I report unfair treatment at work.	26%	40%
A13a	I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.	36%	54%
A13b	I trust EPA to: Respond promptly to allegations of illegal discrimination.	39%	56%
A13c	<b>I trust EPA to: Treat employees with respect when they file a discrimination complaint.</b>	<b>33%</b>	<b>53%</b>
A14a	I trust EPA to be fair to all employees when: Providing access to professional training.	55%	71%
A14b	I trust EPA to be fair to all employees when: Conducting performance appraisals.	42%	59%
A14c	I trust EPA to be fair to all employees when: Deciding on promotions	25%	43%
A14d	I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	34%	51%
A14e	<b>I trust EPA to be fair to all employees when: Handling discrimination complaints.</b>	<b>30%</b>	<b>50%</b>
A14f	I trust EPA to be fair to all employees when: Providing access to career development opportunities.	41%	59%
A14g	I trust EPA to be fair to all employees when: Handling recruitment.	36%	52%

Note: An (R) after the item # indicates a negatively worded item where the percent positive response is based on those who responded "Strongly disagree" or "Disagree."



## POSSIBLE PERSONAL EXPERIENCES WITH ON-THE-JOB DISCRIMINATION

Section B of the survey addressed possible experiences with on-the-job discrimination.

**Question B1:** During the past 12 months, do you believe you were discriminated against at EPA because of race, color, gender, age, religion, disability, sexual orientation, or parental status, or were subject to reprisals or sexual harassment?

<b>Yes</b>	<b>14% (n = 1,116)</b>
No	76%
Not sure	10%

Findings are presented first for the series of followup questions that respondents answering *Yes* to question B1 were asked. Next, findings for the followup questions for respondents answering *Not sure* to question B1 are reported. Respondents answering *No* to B1 were skipped to the last question in this survey section, B13.

### Employees Who Believe They Experienced Job Discrimination During the Past 12 Months

Those responding *yes* to Question B1 said the following employment discrimination issues applied to their experiences (% checking *yes* for each issue: Question B2):

Promotion	51%
Performance evaluation	50%
Career development	45%
Compensation	23%
Job training	21%
Hiring	9%
Other	21%

They also said they experienced the following bases of discrimination (% checking *yes* for each basis: Question B3)

Age	43%
Race	42%
Gender	36%
Reprisal	33%
Color	18%
Disability	11%
Parental status	9%
Sexual orientation	5%
Sexual harassment	4%
Religion	3%

Four percent (47 employees) of those reporting *yes* to Question B1 said they filed a formal discrimination complaint with EPA's Office of Civil rights during the past 12 months (Question B4). Different followup questions were asked of those who said they filed a case and those who said they did not. Findings are presented first for those who said *yes*.

### ***Yes, Employee Filed a Complaint***

Forty-four of those who filed a complaint reported the following results (Question B5):

Still being processed	66%
Settled	16%
Withdrawn	14%
Finding of discrimination	5%

Among 18 employees who reported their complaints had been settled or withdrawn or whose cases had resulted in a finding of discrimination, 61 percent answered *very dissatisfied* to Question B6—Regardless of the outcome of your complaint, how satisfied or dissatisfied were you with how EPA handled the complaint?

Among 29 employees who said their complaint was still being processed, a similar percentage (59%) responded *very dissatisfied* to Question B7—So far, how satisfied or dissatisfied are you with the discrimination complaint process?

### ***No, Employee Did Not File a Complaint***

Employees who answered *yes* to Question B1 but said they did not file a formal complaint were asked about the current status of the discrimination issue they had experienced during the past 12 months (Question B8). They responded as follows:

It has been taken care of to my satisfaction.	8%
It is still a problem but the situation has improved.	17%
The situation is currently about the same.	64%
The situation is worse.	11%

Employees who said the situation is currently about the same or worse were then asked if they would file a formal discrimination complaint if the discrimination issue doesn't improve (Question B9). All respondents who answered that question said *no*. They were then asked to say yes or no to the following reasons for not filing a complaint (Question B10, percentages of *yes* responses):

I am worried about what might happen to me if I file a complaint.	80%
I am worried about what might happen to someone else if I file a complaint.	24%
I do not think filing a complaint will make a difference in my situation.	97%
I'm not sure how to file a complaint.	23%
Other reason	41%

## Employees Who Said They Are *Not Sure* If They Experienced Job Discrimination During the Past 12 Months

As noted earlier, 10 percent of the respondents to Question B1 said *not sure* when asked if they believe they were discriminated against at EPA during the past 12 months. Those respondents were next asked if they had talked to an Equal Employment official or a union official about their situation (Question B11). Ninety percent of them said *no*. The *no* respondents were asked why they didn't talk to an Equal Employment official or a union official (Question B12). They reported the following reasons (percentages of *yes* responses):

I was worried about what might happen to me if I asked about the situation.	42%
I was worried about what might happen to someone else if I asked about the situation.	19%
I do not think talking to someone about it would make a difference in my situation.	83%
I didn't know how the complaint process worked.	35%

Although this set of percentages differ from those above, concern about what might happen to oneself and feeling that filing a complaint or talking to someone would make no difference in their situations had the highest percentages of *yes* responses in both groups of respondents. Also, both had notable percentages indicating they did not know how to file a complaint (23% and 35%).

## Perceptions About On-the-Job Discrimination Experienced by Co-workers

At the end of the second section of the survey, all respondents were asked:

**Question B13:** Do you know of any employee (not including yourself) that you believe was discriminated against at EPA during the past 12 months because of race, color, gender, age, religion, disability, sexual orientation, or parental status, or was subject to reprisals or sexual harassment?

They responded as follows:

<b>Yes</b>	<b>23%</b>
No	77%

Although only 14 percent of respondents said they believe they *personally* experienced employment-related discrimination at EPA, 23 percent indicated they believe a co-worker experienced employment-related discrimination during the past 12 months.

## Subgroup Findings on Discrimination

An analysis of the responses to the questions on personal experiences with discrimination was conducted with five subgroups: Self-reported work location (headquarters, regional office, headquarters employee at lab site), race (White vs. Non-White), gender, disability status, and age (<40 years, 40 to 49 years, and 50 years or older). For these analyses, Hispanics were included in the Non-White category.

The following subgroup findings were selected for inclusion in the report because of their possible supplemental importance to the overall findings in identifying appropriate action steps. Questions B2 (discrimination issues) and B3 (bases of discrimination) were answered only by respondents who said *yes* when asked if they believed they had experienced job discrimination at EPA in the past 12 months (Item B1).

## Work Location

- Headquarters respondents were more likely than headquarters respondents at lab sites to report personal experience with job discrimination at EPA in the past 12 months (16% vs. 10%). Among regional office respondents, 13% reported job discrimination (Item B).
- Selected findings regarding discrimination issues (Item B2):
  - *Career development*: cited by 55 percent of lab site respondents, compared with 44 percent of headquarter respondents and 45 percent of regional office respondents.
  - *Performance evaluations*: cited by 56 percent of headquarters respondents, compared with 48 percent of regional office respondents (48%) and 48 percent of lab site respondents.
- Selected findings regarding bases of discrimination (Item B3):
  - *Gender*: cited by 38 percent of regional office respondents, compared with 32 percent of headquarters respondents.

## Race

- The proportion of Non-White respondents who believed they experienced job-related discrimination at EPA during the past 12 months was higher than the corresponding proportion of White respondents (19% vs. 11%). (Item B1)
- Selected findings regarding discrimination issues (Item B2):
  - *Promotion*: cited by 56 percent of Non-White respondents, compared with 47 percent of White respondents.
  - *Performance evaluations*: cited by 56 percent of Non-White respondents, compared with 46 percent of White respondents.
- Selected findings regarding bases of discrimination (Item B3):
  - *Race*: cited by 67 percent of Non-White respondents (67%), compared with 22 percent of White respondents.
  - *Color*: cited by 28 percent of Non-White respondents, compared with 10 percent of White respondents.
  - *Age*: cited by 53 percent of White respondents, compared with 32 percent of Non-White respondents.

- *Gender*: cited by 40 percent of White respondents, compared with 32 percent of Non-White respondents.

## Gender

- Selected findings regarding bases of discrimination (Item B3):
  - *Race*: cited by 47 percent of men, compared with 40 percent of women.
  - *Age*: cited by 48 percent of men, compared with 40 percent of women.
  - *Parental status*: cited by 13 percent of women, compared with 4 percent of men.

## Disability Status

- The proportion of respondents who believed they experienced job-related discrimination at EPA during the past 12 months was higher among respondents self-reporting a disability than among other respondents (34% vs. 12%). (Item B1)
- Selected findings regarding discrimination issues (Item B2):
  - *Job training*: cited by 30 percent of respondents who reported having a disability, compared with 19 percent of other respondents.
  - *Career development*: cited by 54 percent of respondents who reported having a disability, compared with 43 percent of other respondents.
- Selected findings regarding bases of discrimination (Item B3):
  - *Disability*: cited by 51 percent of respondents who reported having a disability, compared with 1 percent of other respondents.

## Age

- Reports of personal experiences with discrimination increased with age: 10 percent of those under age 40, 13 percent of those 40 to 49 years old, and 17 percent of those 50 years or older. (Item B1)
- Selected findings regarding discrimination issues (Item B2):
  - *Career development*: cited by 50 percent of those 40 to 49 years, compared with 40 percent of those younger than 40 and 44 percent of those 50 years and older.
  - *Compensation*: cited by 25 percent of respondents 50 years and older, compared with 18 percent of those younger than 40.
  - *Performance evaluations*: cited by 52 percent of respondents 50 years and older and 51 percent of those 40 to 49 years, compared with 44 percent of those younger than 40

- Selected findings regarding bases of discrimination (Item B3):
  - *Race*: cited by 49 percent of those 40 to 49 years old, compared with 40 percent of those 50 years and older and 42 percent of those younger than 40
  - *Age*: cited by 62 percent of respondents 50 years and older, compared with 33 percent of those younger than 40 and 16 percent of those 40 to 49 years old
  - *Parental status*: cited by 21 percent of those younger than 40 and 16 percent of those 40 to 49 years old, compared with 2 percent of respondents 50 years and older
  - *Reprisal*: cited by 35 percent of respondents in each of the two older age groups, compared with 24 percent of those younger than 40

## EMPLOYEE AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS

### Overall Awareness Findings

EPA employees were asked a series of questions to measure the extent of their familiarity with three information sources about EPA policies, procedures, and programs about civil rights in the workplace and two questions about Reasonable Accommodation coordinators. Table 12 summarizes the findings for Items C1–C4 and C7–C8 for the total respondent population.

**Table 12. Awareness of EEO and Civil Rights Information Sources**

Item # and Item Text	Percent
<b>C1 How familiar are you with: EPA's Office of Civil Rights website?</b>	
I have visited this website more than once during the past 12 months.	8%
I have visited this website only once during the past 12 months.	13%
I know about this website but have not visited it during the past 12 months.	45%
I know nothing at all about this website.	34%
<b>C2 How familiar are you with: EPA's Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodations and (2) Title VII (internal complaint process)</b>	
I have completed both during the past 12 months.	15%
I have completed only one of the two during the past 12 months.	10%
I know about at least one but have not tried to complete one during the past 12 months.	28%
I know nothing at all about either of the OCR Intranet civil rights training modules.	47%
<b>C3 How familiar are you with: EPA's 2007 Equal Employment Opportunity (EEO) Policy (issued on June 14, 2007)</b>	
I am very familiar with EPA's 2007 EEO Policy.	9%
I am somewhat familiar with EPA's 2007 EEO Policy.	33%
I have heard about EPA's 2007 Policy, but I am not familiar with it.	37%
I know nothing at all about EPA's 2007 EEO Policy.	21%
<b>C4 How familiar are you with: EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities?</b>	
I have used EPA's Order and Procedures to request, or process a request, for reasonable accommodation during the past 12 months.	5%
I am somewhat familiar with EPA's Order and Procedures on Reasonable Accommodation.	38%
I have heard about them, but I am not familiar with them.	38%
I know nothing at all about EPA's Order and Procedures on Reasonable Acc.	19%
<b>C7 Do you know the name of EPA's National Reasonable Accommodation Coordinator, and how to contact this person?</b>	
Yes, I know both the person's name and how to contact this person.	11%
Yes, I know the person's name but not the contact information for this person.	1%
Yes, I know how to contact this person, but I do not know the person's name.	20%
No, I do not know the name of this person or how to contact this person.	68%
<b>C8 Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?</b>	
Yes, I know both the person's name and how to contact this person.	27%
Yes, I know the person's name but not the contact information for this person.	2%
Yes, I know how to contact this person, but I do not know the person's name.	17%
No, I do not know the name of this person or how to contact this person.	54%



The findings suggest an opportunity for OCR to raise awareness about its information sources. The percentages of respondents reporting they have not visited the website or were not at all familiar with the OCR training modules and policy memo ranged from 21 percent to 47 percent. Thirty-two percent (32%) of respondents knew the name or contact information, or both, for the National Reasonable Accommodation Coordinator, and 46 percent knew that information for their local Reasonable Accommodation Coordinator.

When responses to these same questions were analyzed by supervisory status, it became clear that lack of familiarity is disproportionately an issue with nonsupervisory staff, but there is a need to increase awareness among higher level employees also (Table 13).

**Table 13. Awareness of EEO and Civil Rights Information Sources by Supervisory Status**

Item #	Item	Nonsupervisor or Team Leader	Supervisor	Manager or Executive
<b>C1</b>	<b>How familiar are you with: EPA's Office of Civil Rights?</b>			
	I have visited this website more than once during the past 12 months.	7%	15%	18%
	I have visited this website only once during the past 12 months.	12%	20%	20%
	I know about this website but have not visited it during the past 12 months.	45%	49%	48%
	I know nothing at all about this website.	36%	16%	14%
<b>C2</b>	<b>How familiar are you with: EPA's Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodations and (2) Title VII (internal complaint process)</b>			
	I have completed both during the past 12 months.	12%	31%	34%
	I have completed only one of the two during the past 12 months.	10%	14%	16%
	I know about at least one but have not tried to complete one during the past 12 months.	28%	28%	28%
	I know nothing at about either of the OCR Intranet civil rights training modules.	51%	26%	22%
<b>C3</b>	<b>How familiar are you with: EPA's 2007 Equal Employment Opportunity (EEO) Policy (issued on June 14, 2007)?</b>			
	I am very familiar with EPA's 2007 EEO Policy.	6%	23%	31%
	I am somewhat familiar with EPA's 2007 EEO Policy.	31%	52%	50%
	I have heard about EPA's 2007 EEO Policy, but I am not familiar with it.	40%	17%	14%
	I know nothing at all about EPA's 2007 EEO Policy.	22%	8%	6%
<b>C4</b>	<b>How familiar are you with: EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities?</b>			
	I have used EPA's Order and Procedures to request, or process a request, for reasonable accommodation during the past 12 months.	3%	16%	18%
	I am somewhat familiar with EPA's Reasonable Accommodation Order and Procedures.	34%	70%	66%
	I have heard about them, but I am not familiar with them.	42%	11%	14%
	I know nothing at all about EPA's Reasonable Accommodation Order and Procedures.	22%	3%	2%

**Table 13. Awareness of EEO and Civil Rights Information Sources by Supervisory Status**  
(continued)

Item #	Item	Nonsupervisor or Team Leader	Supervisor	Manager or Executive
<b>C7</b>	<b>Do you know the name of EPA's National Reasonable Accommodation Coordinator, and how to contact this person?</b>			
	Yes, I know both the person's name and how to contact this person.	7%	31%	32%
	Yes, I know the person's name but not how to contact this person.	1%	2%	3%
	Yes, I know how to contact this person, but I do not know the person's name.	17%	31%	35%
	No, I do not know the name of this person or how to contact this person.	75%	35%	30%
<b>C8</b>	<b>Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?</b>			
	Yes, I know both the person's name and how to contact this person.	21%	60%	60%
	Yes, I know the person's name but not how to contact this person.	2%	2%	2%
	Yes, I know how to contact this person, but I do not know the person's name.	17%	21%	21%
	No, I do not know the name of this person or how to contact this person.	60%	21%	21%

Note: Column percentages for each item may not add to 100 because of rounding.

## Reasonable Accommodation

Additional findings related to reasonable accommodation questions in the survey follow:

- ☐ About 13 percent of respondents had requested and received information from either the National or local Reasonable Accommodation Coordinator (Item C9). Most of them, 93 percent, said the information was helpful to them (Item C10).
- ☐ About 1 percent of respondents said they had requested information from the National or local coordinator but had not received the information (Item C9).
- ☐ Five percent of respondents said they had used EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities to request or process a request for reasonable accommodation during the past 12 months (Item C4). A high percentage of them (85%) said they were treated fairly during the Reasonable Accommodation process (Item C5).
- ☐ Respondents who said they had used the Reasonable Accommodation process or had skipped that question were asked if they have ever received training, either on-line or in-person, on the Reasonable Accommodation Order and Procedures (Question C6). A large majority (70%) of the 401 respondents answering the question said yes (Item C6).

(This page intentionally left blank)

## SPECIAL EMPHASIS AND DIVERSITY PROGRAMS

The fourth section of the survey asked questions about attendance at EPA Special Emphasis and Diversity Program events and how often the events met program goals.

### Attendance

The following percentages of respondents reported attending EPA Special Emphasis and Diversity Programs during the past 12 months (Items D1a-D1k):

Martin Luther King Observance	27%
Black History Month	29%
Women's History Month	21%
Take Your Sons and Daughters to Work Day	11%
Administrative Professionals Week	30%
Asian American / Pacific Islander Heritage Month	22%
Older American Month	9%
Gay and Lesbian Pride Month	11%
Hispanic Heritage Month	22%
Disability Employment Awareness Month	12%
American Indian / Alaskan Native Heritage Month	19%

### *Attendance by Worksite Location*

Attendance was higher by 5 percentage points or more at regional offices than at lab sites for the following Special Emphasis and Diversity Programs:

- Martin Luther King Observance and Black History Month
- Take Your Sons and Daughters to Work
- Administrative Professionals Week
- Gay and Lesbian Pride Month

Regional office attendance was similarly higher than headquarters attendance for:

- Women's History Month
- Asian American/Pacific Islander Heritage Month
- Gay and Lesbian Pride Month
- Hispanic Heritage Month.

Attendance at regional offices was lowest for Older Americans Month (9%).

## Attendance by Race/Ethnicity

Generally, Non-White respondents, compared with White respondents, were disproportionately represented at the Special Emphasis and Diversity Program events except for Administrative Professionals Week, Take Your Sons and Daughters to Work Day, and Gay and Lesbian Pride Month. Also, the various Non-White subgroups tended to be disproportionately represented at events related to their race/ethnicity. For example:

- ❑ Fifty-two percent (52%) of Hispanic respondents attended a Hispanic Heritage Month event, compared with 20 percent of non-Hispanic respondents.
- ❑ Fifty-three percent (53%) of Asian respondents and 41 percent of Native Hawaiian or Other Pacific Islander respondents attended an Asian American / Pacific Islander Heritage Month event, compared with about 18 percent of Whites and 29 percent of Black or African American respondents.
- ❑ The percentages of Black or African American respondents attending the Martin Luther King Observance and a Black History Month event were much higher (60% to 65%) than the percentages of other respondent groups attending those events (range of 18% to 37%).

## Perceptions About Special Emphasis and Diversity Programs

Respondents who reported attending at least one of the Special Emphasis events were asked how often the event(s) met four event goals (Items D2a-D2d). Their responses are summarized in Table 14.

**Table 14. Respondent Perceptions About How Often the Special Emphasis Events They Attended Met EPA Goals**

Goal	Always/Usually	Sometimes	Rarely/Never
The events highlighted the contributions of various cultures, ethnicities, or groups.	78%	16%	6%
The events raised employees' awareness of the benefits of equal employment opportunity.	54%	28%	18%
The events promoted acceptance of differences within the workforce.	67%	22%	11%
Event speakers focused on topics relevant to affirmative employment.	51%	32%	17%

## COMMON THEMES IN RESPONDENT COMMENTS

The last survey question was open-ended: *What could EPA do better to improve equal employment opportunity throughout the agency?* About 3,000 employees responded to this question. Common themes in the responses are listed below, with sample quotes illustrating the themes. Some of the quotes represent only one aspect of a respondent's comments—many comments addressed more than one issue.

### Equal Employment Opportunity (EEO) and Diversity Training

Many respondents had comments similar to the following about EEO training.

Increasing training to ALL employees, not just managers and staff.

Require ALL EMPLOYEES (inc. managers/supvs.) to take training ANNUALLY in ALL aspects of EEO, including in (a) definition of discriminatory workplace behavior prohibited by U.S. laws/regs./policies, (b) complaints process & procedures; and (c) purpose & legal/policy objectives of special emphasis programs.

A few years ago I attended a training (I'm reasonably sure it was mandatory) that covered topics such as harrassment (*sic*) (not just sexual harrassment). That was very helpful in providing some information and perspective on distinguishing acceptable from unacceptable behavior....

It's not enough to train EPA managers in EEO sensitivity. Everyone working in our offices needs to be on the same page. And because of the sensitive nature of EEO and diversity training, an online training module is not going to cut it. These need to be in-person, mandatory training sessions for everyone who works in our offices....

Although your questions are website and personal experience focused, management participates in classroom training on these topics frequently. However, the general employee base does not have access to similar classroom training and discussion. Outside of an occasional web training session, many employees do not have an opportunity to become aware of these issues.

Continue to provide diversity training to existing and new management level employees at a minimum. Periodic training for all employees would be ideal.

EPA's new supervisory training is a good start. Supervisors need to know, not just the rules, but how to coach individuals when a situation comes up so the issues can be handled fairly and promptly.

...use past "real-life" situations as "exercises" within formal EEO training classes.

Agency needs to provide more concrete examples of unacceptable behavior (discrimination, retaliation, harassment, bullying, etc.) People are told not to harass but are not given examples of harassment.

Agency-wide emails, 20 minute online courses on various subjects (e.g., how to file a complaint, civil rights, etc.) Have links in the course so we don't have to search the intranet for what we need to do.

Employees need mandatory training on EEO. They get the Union and EEO confused.

In over XX years as an EPA employee I have never seen the Agency use its discrimination complaint experience as a vehicle for training managers and employees so that we better understand the types of practices and behaviors considered discriminatory and what consequences can result from discriminatory behavior.

More collaboration between OCR and SEPMs and program offices on recruitment, awareness, etc. Mandatory supervisory training. I am a new supervisor and am open to training opportunities.

More cultural and sociology training for managers. They are trained in the technical and traditional management aspects (generic people management) of the specific jobs, but have no time to address the socio-aspects of the diverse workforce, including the aging workforce.

## **Recruiting of Minority Employees**

Reaching out to racial and ethnic minorities and other minority population groups was another common theme in the comments.

Attend more recruiting fairs that focus on people of color – Reach out more to students of color at the university and high school levels – Restart the EPA summer internship program – Work with schools in some of the communities of colors where we are already doing work.

EPA should spend more time recruiting at Universities that have predominantly minority populations. They continue to go to the same schools each year and bypass minority schools.

Hire blind employees. Have a can-do attitude. Actively recruit a diverse workforce. My regional office is mostly white, with very few African-Americans, Latinos or Hispanics. This lack of diversity impacts our programs, particularly in the areas of Community Involvement, Public Information, and Environmental Justice.

Target outreach to minority groups for job openings....Have early awareness outreach to high schools and colleges so that students actually select majors in



environmental fields or are aware of how their majors could be used....develop internship programs for minorities.

Do more recruitment at traditionally black schools, and nurture and promote those employees.

Hire more people with disabilities and provide more accommodations in a more timely manner.

Be more proactive about recruiting, hiring, and promoting diverse groups to EPA, particularly persons with disabilities, African Americans, and other underrepresented groups. Particularly in technical and management positions.

In terms of recruitment, it would be helpful to have a point of contact for the "People with Disabilities Employment Program" on EPA's OCR Internet site (<http://www.epa.gov/ocr/divstaff.htm>). This might encourage more people with disabilities to seek employment opportunities at EPA. Also, providing outreach to people with targeted disabilities (e.g, what flexible hiring authorities they might qualify for) via the Internet would be encouraging to see as well.

### **Awareness of Civil Rights Laws and EEO Information Sources**

Respondents advocated more advertising and promotion of equal employment information and OCR responsibilities.

Increase the presence of OCR, I am unsure what the National Program Managers do other than plan observances.

Advertise the website and policies associated with equal employment opportunity.

Advertise their Policies on EEO and Civil Rights. Employees aren't aware of their rights until they feel violated. Then they have to search high and low to get help. The emphasis programs aren't promoting these policies, it's just entertainment.

Better inform employees of who they need to contact if issues arise.

Better information on the various new policy acts, procedures related to EEO, civil rights & reasonable accommodations, as well as contact persons for these issues.

Develop an electronic factsheet about EEO that includes hyperlinks to pertinent websites.

EPA should give each employee a handbook with telephone numbers of EPA Equal Employment Opportunity. In this it should explain all types of discrimination.

Have managers and supervisors mention this topic during Divisional all hands and unit meetings. Continue to offer EEO training on the Internet....

Better advertise eeo complaint procedural contacts. Better identify examples of issues that are suitable for a justifiable complaint.

Increase information sharing in a readily available, transparent way by providing two brochures to employees upon entering EPA or upon transfer to another region, HQ, or lab. One brochure could focus on the EEO office in general (e.g. EEO office and Special Emphasis Programs information and contacts), and the other could focus on summarizing the EEO complaint process and contacts. These brochures should be included in a welcome packet, among other entry materials.

Initiate an EEO awareness campaign and share the EPA EEO reportcard with employees.

It would benefit the workforce to make the information better known. Offer short courses (less than 1 hour) on topics of interest.

Make the information covered by this survey easier to find (more intuitive) on EPA's intranet site.

Maybe have a monthly newsletter with EEO steps, tips, advice, who to contact, current EEO news, etc... This can go out by email. Post more info in the kitchenettes and by the elevators.

...I would recommend that EEO consider providing a one page fact sheet that is laminated and could be put on one's desk or wall that has all the pertinent information and contact data. Also make it red or some bright color. This would give everyone a quick hands-on ready fact sheet about who to call with a complaint, or what top issues need to be considered.

### **Fairness in Promotions/Career Ladders**

There were diverse themes in comments related to job promotion and advancement.

EPA should make the advancement process more transparent and allow for more people to take on management details.

Need to make sure when job openings become available, that the job announcement attracts and selects for all well qualified applicants.

Examination of promotion practices of uppermanagement in regional offices for favoritism.

Figure out how to avoid supervisor bias. Unfortunately, I don't think that can be done. Managers promote those like themselves. If you don't fit into that mold, then tough luck.

Find an impartial manner in which to have a career ladder for administrative professionals.

Hire and promote based on performance, not to fill some goal or quota based on personal attributes.

EPA should improve internal promotion processes to prevent pre-selection.

Equal employment opportunity means that anyone regardless of age, color, sex, sexual orientation, etc. has an equal chance to obtain some sort of opportunity at EPA. For this reason, these traits should not be considered when selecting an employee for a promotion, award, advancement, etc.

Fairness is the key. Upper management cannot release all responsibility of insuring fairness and equal opportunity to its first line supervisors. Patterns still have to be recognized when they occur and questions have to be at least asked.

Focus on more than race. Gender is a major factor in discrimination and that is not addressed often enough. Telling someone they have no family is not a basis for denying promotion.

For promotions and movement to other internal jobs, EPA should recognize the broad work experience some personnel have gained through other federal/state/municipal jobs, rather than just considering long-term, limited EPA work. Most EPA jobs are very narrowly focused, and don't provide hands-on application, or a holistic view of environmental issues that other agencies must consider. . . .

Greater emphasis on substantive merit, rather than seniority, as grounds for promotions.

...Criteria for promotions should be clear-cut and standardized, so that subjective decisions (i.e., favoritism) are not allowed, and an independent body should review all promotion decisions to determine whether the selected candidate does in fact meet the job requirements better than all other applicants.

Base on qualifications first! Age discrimination is frequent in my experience.

EPA should do a better job at increasing women/minority representation in management.

Be fair to all. Don't advertise a position that is being promised to someone else. Don't waste the applicant's time and energy in applying.

Be fair and give everyone the opportunity to be successful. Hire more minorities in supervisors and managers positions.

Choose leaders with great care. Selection of supervisors should be on merit including possessing most of the leadership and technical skills needed to do the job effectively.

As an older worker at EPA, I see the focus of EPA being to promote “younger” less experienced persons to management positions.

### **Manager and Supervisor Accountability for Enforcing EEO Process, Affirmative Action, and Fair Treatment**

EPA should train their supervisors and managers on EEO and they should also have staff members evaluate their supervisors/managers.

Have clear policy/guidance on employee promotion process, management accountability and an audit system. – Specify the consequences of managers’ refusal to sign employees’ IDPs.

All supervisors/managers should take mandatory training courses on treating employees respectfully and each should be annually graded on this, after employee feedback has been obtained.

Hold managers accountable for not following through on employee complaints about discrimination and harassment.

Deal swiftly with any supervisor or manager that fails to adhere to EPA’s EEO policies and procedures. Absolute zero tolerance for any supervisor or manager that fails to address and eliminate a hostile work environment based upon gender, race, national origin, sexual orientation, age, or disability.

Employees under managers (team leaders, branches etc) undergo performance appraisal every six months. . . . Hence employees know their ratings from year to year and can self adjust to improve from time to time. A similar process does not exist in the reverse: Employees do not rate their managers . . . I strongly suggest that a 360 process should be in place and on a regular basis, every five years, the process should be carried out...

Enforce current federal laws governing non-discrimination. Hold managers who are not in compliance with these laws accountable.

### **Complaint Process / Fear of Reprisals / Confidentiality**

There seemed to be several recurring themes about reporting complaints.

Keep the EEO office separate (*sic*) from the rest of the Agency, so if someone wishes to contact the office, they are not seen doing so – Make sure the process is short and easy to understand. Also is easy to find how to file, etc and that it can be done without anyone knowing who did it, etc.

Ensure the processing of complaints at HQs are handled in a timely manner.  
Commit to a timeline of some sort.

There needs to be a confidential grievance process and forum in which to resolve these types of incidents, which do not necessarily rise to the level of a lawsuit.

A special EEO ombudsman should be assigned to an employee when this employee reports discrimination or when this employee files a report to the OID about fraud/waste/abuse, to prevent further retaliations against this employee. The EEO should monitor the situation to ... ensure proper handling of the case by higher level managers.

...If there is a legitimate complaint it should be pursued in a TIMELY fashion, if a complaint is found to be false and fictitious the filing individual should be held accountable....

...have OCR located away from senior management offices.

Ensure enforcement of rules throughout management chain. Employees are often scared to report anything because of lack of management support and coverup.

Ensure managers understand employee rights and stop accusing them of being insubordinate, when employees need to go above their manager's head, when the manager does not respond in a timely manner and ignores employee concerns and questions.

Having gone through an EEO complaint, it is clear to me and others in our organization that the system is broken. Only someone who is very healthy, stable, determined, and financially well off can afford the time, expenses, and stress to endure the process.

Frivolous and unfounded EEO complaints should be quickly disposed, and disciplinary action taken against the complainant to discourage others from making frivolous complaints. This also allows legitimate complaints to receive the attention and actions they deserve.

Investigate complaints through a certified, unbiased, and independent third party.

Complaints, including formal and informal grievances, should not be returned to the office in question for resolution. This has a chilling effect on anyone considering actually filing a complaint/grievance.

### **Reasonable Accommodation Process / Disability Issues**

The following comments are more specific to situations rather than representative of many other similar comments.

Reassess how the reasonable accommodation process is being handled . . . The current process does not work well, appears to be more responsive to fears of

unions and legal action than to real disability issues, and encourages “gaming” the system.

Provide a fund [other than office supply budget] to pay for “reasonable accommodation measures [ergonomic chair / accessories].... EPA should have a separate fund to make sure that its employees get the equipment they need without penalizing their coworkers.

... Managers tend to rely on the LORAC or themselves to make RA determinations rather than working with the employee to determine individually effective RA as required by EEOC 29 CFR 1630. . . .

Follow ADA requirements. Have all bathrooms accessible (*sic*).

Be more accommodating to staff with mental health issues, such as depression, and educate others about it, including depression screening outreach.

Caption all EAB hearings and webcasts. How hard can it be to caption a webcast hearing when a stenographer is already transcribing the hearing.

Do a better job at providing information relating to mental health . . . People whose lives are affected by mental illness are treated differently than those who have a physical illness. This is very hurtful and THIS IS EXACTLY WHAT EPA NEEDS TO EDUCATE ITS EMPLOYEES ON!!!!

Do more for people with hearing and vision disabilities.

Do more to discuss learning disabilities and how they effect (*sic*) employees. Increase understanding and support, to utilize the positive attributes of individuals with learning disabilities.

### **Special Emphasis and Diversity Events**

EPA should reconsider whether collateral duty SEPMs (instead of full-time SEPMs) advance EEO. In my experience, SEPMs spend far less than 20% of their time in this area, and their activities are limited to one-time educational or awareness-raising events. They are not treated as part of the management team; they are staff at various grade levels with various abilities; and their efforts are not accompanied by results tracking. The lack of consistency and absence of real planning & evaluation ensure that any progress made is going to be localized and probably nonrepeatable.

The Special Emphasis events – would be attended more if they announced at least 2 weeks in advance.

Get more support with the Special Emphasis Programs and support the events better.



Good programs but no time to attend them.

The special emphasis program for employees with disabilities is grossly deficient in our region, and has been that way for at least a decade.

All cultural awareness events/activities at EPA are specific to a particular culture (i.e., race, gender, sexual orientation, etc.). This separates and groups cultures and works totally against any form of equality. Often these events don't even seem designed to welcome those from different cultures. The only way to promote equality and embrace diverse cultures is to include everyone together. The focus should be on learning and respecting various cultures. Events that combine multiple cultures and invite cross-cultural participation would represent equality much more effectively than singling out one culture at a time.

Allow more time for participation in special events or have them as all hands events. Substantial decrease in diversity programs in past few years and less acceptable to take time away from desk to participate due to heavier workloads.

... I am always impressed by the way speakers and programs are developed to tie to the Agency's mission and appeal to the many interests of the diverse group of employees we are, and how the programs are developed by committees of employees.

At my facility, managers could more visibly support diversity events by attending themselves and encouraging their personnel to attend.

Celebrate diversity without devoting single months to particular groups. This approach reinforces our differences rather than our shared commitment to protecting the environment . . .

... I have really enjoyed the speakers and quality programs.

Use the special awareness programs as more than showcases and motivational speaking but perhaps as opportunities to provide training or create programs that will aid in the development of and selection of a diverse employment population that will be equipped to lead the Agency in the future.

Don't recall any Special Emphasis and Diversity Programs events being advertised with the exception of hg. observances/celebrations announcements.

Draw more of the EPA Staff in to work on Special Emphasis Program events.

There is no place for "special emphasis" programs if we are all to be treated equally & impartially. I am deeply offended by these programs....

Incorporate a round table discussion one day during each special emphasis week/month to have a dialogue specifically about understanding differences.

Perhaps increase the number of events/activities hosted over the Internet to allow more regional and field staff to participate.



**Positive Comments** (many similar comments)

Keep up the good work!

EPA does a reasonably good job with EEO.

EPA does a great job, and is a wonderful place to work.

EPA is doing a fine job, much better than companies in private industry that I have worked for. So I don't have any suggestions.

EPA is an equal opportunity employer and does a good job in this area.

EPA is the most sensitive and fairest work place I have experienced. I have no recommendations.

EPA puts tremendous effort in providing equal employment opportunities throughout the agency.

The EPA is doing a fantastic job of treating all of its employees fairly and equally. I see no room for improvement here!

## OVERALL SUMMARY OF SURVEY FINDINGS

This section contains an overall summary of the findings for the content sections of the 2008 EPA EEO Employee Survey.

### Section A: Organizational Culture

Section A included 22 items that measured employee perceptions of the organizational culture at EPA regarding equal employment opportunity, diversity, and fair treatment by EPA. A Trust Index Score was created for the last 10 of these items, which measured trust in EPA to be fair in employment-related matters, as a summary measure for comparing subpopulation groups among respondents. Additional analyses comparing percent positive responses within demographic subgroups for the 22 organizational culture items revealed many “notable” subgroup differences of 5 percentage points or more.

#### ❑ Overall Findings

**Strengths:** Items With Percent Positive Responses of 65% or Higher<sup>2</sup>

Item A5: Employees treat one another with respect (73%)

Item A4: EPA is committed to having a diverse workforce (72%)

Item A14a: I trust EPA to be fair to all employees when: Providing access to professional training (69%)

Item A1: EPA provides employees with information about their civil rights in the workplace (66%)

**Challenges:** Items With Percent Negative Responses of 35% or Higher

Item A7: Some EPA managers prefer hiring employees that share their background or physical characteristics (40%)

Item A9: EPA sometimes tolerates unfair treatment in the workplace (49%)

Item A14c: I trust EPA to be fair to all employees when: Deciding on promotions (37%)

#### ❑ Trust Score

**Demographic Subgroups: Overall Average Trust Score was 3.6 out of 5.0**

**Highest Trust Scores:**

Manager/Executive: 4.3

Supervisor: 4.3

Respondents with less than 3 years of tenure: 4.3

<sup>2</sup> Percent positive includes Strongly Agree/Agree responses for positively worded questions and Strongly Disagree/Disagree responses for negatively worded questions (i.e., Items A7, A9, and A12). Percent negative includes Strongly Disagree/Disagree responses for positively worded questions and Strongly Agree/Agree responses for negatively worded questions.

**Lowest Trust Scores:**

Native Hawaiian or Other Pacific Islander: 2.7

American Indian/Alaska Native: 3.0

Respondents reporting they have a disability: 3.0

***Headquarters AAships*****Highest Trust Scores:**

Office of Environmental Information: 3.9

Office of Inspector General: 3.8

Office of Solid Waste and Emergency Response: 3.8

**Lowest Trust Scores:**

Office of Air and Radiation: 3.4

Office of Chief Financial Officer: 3.4

Office of International Affairs: 3.4

***EPA Regions*****Highest Trust Scores:**

Region 1: 3.8

Region 9: 3.8

Region 3: 3.7

Region 10: 3.7

**Lowest Trust Scores**

Region 4: 3.3

Region 5: 3.4

Region 6: 3.4

**❑ Demographic Subgroup Findings**

There were notable differences of 5 percentage points or more in percent positive responses within demographic subgroups. The number of organizational culture items with notable differences is shown in parentheses after each subgroup finding.

- Worksite location: Lab site respondents were more positive than headquarters and regional office respondents. Percent positive responses were similar on most organizational culture items for headquarters and regional office respondents (15 items).
- Supervisory status: Supervisors and managers/executives were much more positive than nonsupervisors (all 22 items). For all trust items, managers/executives were more positive than supervisors (10 items).
- Part-time vs. Full-time status: Part-time respondents were more positive (7 items).
- Tenure: Respondents with less than 3 years' tenure were more positive than respondents with more tenure (either those working 3 to 10 years or those working 11 years or more) (20 items).

- Gender: Men were more positive than women (20 items).
- Age: Respondents younger than 40 were more positive than those 40 years and older (15 items).
- Race: Whites were more positive than Non-Whites (all 22 items).<sup>3</sup>
- Disability: Respondents without disabilities were often much more positive than respondents with disabilities (21 items).

## Section B: Possible Personal Experiences With On-the-Job Discrimination

Findings from this section of the survey include the following highlights:

- ❑ Fourteen percent (14%) of respondents said they believe they experienced employment-related discrimination at EPA during the past 12 months.
  - The discrimination issues most commonly reported by these respondents were:
    - Promotion (51%)
    - Performance evaluation (50%)
    - Career development (45%)
  - The bases of discrimination most commonly reported were:
    - Age (43%)
    - Race (42%)
    - Gender (36%)
  - Only 4 percent said they filed a formal discrimination complaint with EPA. About 60 percent of those were very dissatisfied with either how the complaint was processed or were very dissatisfied with the on-going complaint process.
  - Among respondents who did not file a complaint and were still having problems but didn't think they would file a complaint if the situation did not improve, the reasons most commonly reported for not filing a complaint were:
    - They didn't think it would make a difference in their situation (97%)
    - They were worried about what might happen to them if they filed a complaint (80%)
- ❑ Ten percent (10%) of respondents said they were *not sure* if they experienced employment-related discrimination at EPA during the past 12 months. Ninety percent (90%) of them said they had not talked to an Equal Employment official or a union official about their situations. The two primary reasons they reported for not doing so were:
  - They did not think talking to someone about it would make a difference in their situation (83%).
  - They were worried about what might happen to them if they asked about the situation (42%).

<sup>3</sup> The category Non-White includes all respondents not classified as White (Non-Hispanic) in the analyses.

- ❑ Although only 14 percent of respondents believe they experienced employment-related discrimination, 23 percent indicated they believe a co-worker had experienced employment-related discrimination.

### Section C: Employee Awareness of EPA Policies, Procedures, and Programs

EPA employees were asked how familiar they were with several information sources about EPA policies, procedures, and programs about civil rights in the workplace:

- ❑ Twenty-one percent (21%) of respondents have visited the EPA's Office of Civil Rights website at least once during the past 12 months.
- ❑ Twenty-five percent (25%) of respondents have completed at least one of OCR's Intranet Civil Rights Training Modules during the past 12 months.
- ❑ Forty-two percent (42%) of respondents are familiar (*very* or *somewhat familiar*) with EPA's 2007 Equal Employment Opportunity Policy.
- ❑ Five percent (5%) of respondents used EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities to request or process a request for reasonable accommodation during the past 12 months
  - Eighty-five percent (85%) of these respondents said they were treated fairly during the Reasonable Accommodation process.
- ❑ Thirty-two percent (32%) of respondents know the name or the contact information, or both, for EPA's National Reasonable Accommodation Coordinator and 46 percent know this information for their local Reasonable Accommodation Coordinator.
- ❑ Of those who requested and received information from the National or local Reasonable Accommodation Coordinator, 93 percent said the information was helpful to them.

Analyses of the questions about how familiar respondents were with various information sources (Items C1–C4, C7–C8) by supervisory status indicated that respondents in the nonsupervisor category were far less likely than managers or supervisor to be familiar with the information sources. The findings also indicated a need to increase awareness among managers and supervisors for some of the information sources.

### Section D: Special Emphasis and Diversity Programs

The events with the highest attendance during the past 12 months were:

- ❑ Administrative Professionals Week (30%)
- ❑ Black History Month (29%)
- ❑ Martin Luther King Observance (27%)
- ❑ Hispanic Heritage Month (22%)
- ❑ Asian American /Pacific Islander Heritage Month (22%)

Generally, for most events, Non-White respondents, compared with White respondents, were disproportionately represented at the Special Emphasis and Diversity Program events. Also, the various Non-White subgroups tended to be disproportionately represented at events related to their race/ethnicity.

The two Special Emphasis and Diversity Program goals with the highest percentage of respondents saying they were always or usually met were:

- ☐ The events highlighted the contributions of various cultures, ethnicities, or groups (78%)
- ☐ The events promoted acceptance of differences within the workforce (67%)

The goal with the lowest percentage of respondents saying they were always or usually met was:

- ☐ Event speakers focused on topics relevant to affirmative employment (51%)

(This page intentionally left blank)



## CONCLUSIONS AND RECOMMENDATIONS

The survey findings provide a baseline measurement for OCR of employee perceptions regarding equal employment opportunity and affirmative employment. They also indicate areas where followup actions could be useful in maintaining or improving EPA's performance in the areas of equal employment opportunity and affirmative employment. Some of those actions could be initiated directly by the Office of Civil Rights (OCR). Others, however, would clearly require the full approval and support of senior agency leaders and, at times, close coordination with other agency offices.

We present conclusions and possible actions by survey section. We recommend that OCR review all survey findings carefully, discuss the recommendations provided below, and establish an overall action plan with short- and long-term goals and priorities and a process for monitoring and measuring performance on new initiatives. We also recommend that OCR share survey findings with employees by posting highlights on the OCR intranet or by emailing a PDF survey highlights file to employees and include employee representatives in the action planning process.

Given differences in the survey findings across worksite locations, it will likely be appropriate to develop individual actions plans for different worksite locations. Westat's action planning strategy (see next chapter) will focus on training managers to interpret the survey findings in ways that will guide them in developing and implementing appropriate plans for improving equal employment opportunity and affirmative employment in their respective offices, divisions, or departments.

### Organizational Culture

EPA has clear overall strengths in promoting an agency climate where employees (a) respect one another (Item A5), (b) agree that EPA is committed to having a diverse workforce (Item A4), (c) trust EPA to provide all employees with access to professional training (Item A14a), and (d) agree that EPA provides information about employees' civil rights in the workplace (Item A1).

Various subgroup analyses indicate that all of those strengths are less strong for two population subgroups within EPA—both Non-White respondents and respondents who reported they have a disability had positive ratings that were less than 65 percent on those four items. As followup to those findings, the OCR could take a multipronged approach:

1. A publication by the Equal Opportunity Commission (1997) cites best practices in equal employment opportunity and affirmative action among private sector employers. One cited practice emphasizes that management engage with employees and employee groups—through both top-down communication (dissemination of information, as described on the following pages) and bottom-up communication. As an example of the latter, OCR could sponsor focus groups or meetings with representatives from these groups to explore the survey findings in greater depth—to get the story behind the numbers. Such discussions may be helpful in identifying their concerns and possible ways to promote more respect

for co-workers throughout the agency workforce, more belief in EPA's commitment to diversity, and more trust regarding access to professional training.

2. Provide training to all staff in EEO sensitivity and clarify the roles of OCR and employee unions.
3. Continue to provide training to supervisors and managers but expand its scope along lines suggested by some survey respondents:
  - Teach coaching skills for how to address EEO issues so that they can be handled promptly and fairly.
  - Provide realistic discrimination situations as “exercises” within formal EEO training classes.
  - Provide training in how to address the socio-aspects of the diverse workforce, including the aging workforce.

The findings on other organizational culture items indicate areas that could be targeted as additional short-run priorities for improving agency performance. For example, four items have overall percent positive responses lower than 65 percent but greater than 55 percent:

1. EPA educates employees about unacceptable behavior in the workplace (63%). (Item A2)

This topic ties in with some of the Awareness items in Section C and respondent comments on how EPA could improve its performance in promoting equal employment opportunity and affirmative employment. OCR could follow up on respondents' suggestions that information on this topic be made more accessible through fact sheets or brochures distributed to all employees as well as through in-person meetings or online training sessions. Some survey respondents suggested that any training include more concrete examples of unacceptable behavior (discrimination, retaliation, harassment, bullying, etc.).

2. I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace (59%). (Item A11)

This topic is related to the previous item. It will be important to have managers and supervisors demonstrate support for increased efforts by OCR to educate employees about unacceptable behavior. They should also be held accountable for doing so and for serving as role models—requiring top-level agency leadership support for this endeavor. As employees become aware that managers and supervisors believe this topic is important and do not tolerate or ignore unacceptable behavior, or reports about such behavior, their level of comfort in discussing unacceptable workplace behavior with their managers and supervisors should increase.

3. I trust EPA to be fair to all employees when: Providing access to career development opportunities (57%). (Item A14f)

Not only does this item have a somewhat low overall positive percentage, but respondents in many subgroups had positive ratings lower than the average of 57 percent on this item: respondents who work in regional offices, are nonsupervisors, have worked at EPA 11 years or more, are female, are 40 years or older, are Non-White, or reported having a disability.

To address this issue, EPA may need to have more transparent procedures for decisions regarding career development opportunities and to make sure, or continue to make sure, that such opportunities are well advertised to all employees. Also, during employee performance appraisals, personnel supervisors who are not already using that conversation to discuss and document employees' personal short- and long-term goals at EPA should be encouraged to do so. Senior managers, in turn, need to check in throughout the year to ensure that personnel supervisors are responsive to those career advancement discussions to the extent possible.

Again, the effectiveness of any initiatives by OCR in these broad, cross-cutting areas would depend greatly on the full approval and support of agency leadership and the willingness of agency offices to coordinate in this effort.

4. I trust EPA to be fair to all employees when: Conducting performance appraisals (57%) (Item A14b)

We assume EPA has current guidelines in place regarding performance appraisals and that EPA senior management monitors that activity to ensure performance appraisals are carried out fairly and appropriately. Clearly, however, many respondents to the survey perceive the situation differently. Subgroup analyses indicate that respondents with self-reported disabilities (42%), Non-Whites (50%), and respondents working at EPA for 11 years or more (53%) had the lowest percent positive responses. If OCR conducts focus groups or meetings on some of the topics discussed earlier, it may be useful to include performance appraisals as well in order to understand better why perceptions are not more positive on this fairness topic.

The remaining organizational culture items had positive ratings of 55 percent or lower. We recommend that OCR focus on items over which it has more direct control. For example, some of these items can be incorporated into actions related to earlier recommendations. Item A2 (EPA instructs employees on how to report unacceptable behavior in the workplace—53%) could be included in the topics included on the previous page (fact sheets, brochures, online or in-person training). This information is already available online, but alternative ways of disseminating it to all employees may be useful.

Also, perceptions might improve for other items if all employees receive more information or training on OCR's process, including time requirements, for handling complaints. For example:

I would receive impartial support from EPA if I filed a job discrimination complaint (25% positive; 23% don't know). (Item A10)

I trust EPA to:

Respond promptly to allegations of illegal discrimination (54%) (Item A13b)

Consistently enforce EPA's equal employment opportunity policies (52%) (Item A13a)

Treat employees with respect when they file a discrimination complaint (51%) (Item A13c)

I trust EPA to be fair to all employees when: Handling discrimination complaints (48%) (Item A14e)

Neutral percentages on these items were relatively high (ranging from 27% to 34%), suggesting that employees may think they do not have the experience or information to answer these questions. OCR may be able to improve positive perceptions rather easily by disseminating summary information to employees, perhaps on an annual basis, about number of total charges/complaints filed, average time for closing a charge or minimum and maximum times for processing and closing the cases, and number of cases in process.

## Personal Experiences With On-the-Job Discrimination

Several findings may lend themselves to followup actions.

- The discrimination issues cited most commonly were promotion (51%), performance evaluations (50%), and career development (45%). Followup actions related to performance appraisals and career development were suggested earlier. Regarding promotions, some similar actions may be appropriate to increase positive perceptions. In their written comments about what EPA could do better to improve EEO and affirmative employment, many respondents addressed promotions. Even if respondents' suggested activities are already in place, there is a perception problem that merits attention. Respondent suggestions included:
  - Make sure the promotion process is transparent.
  - Make sure job announcements are available to all employees.
  - Improve internal promotion processes to prevent pre-selection, favoritism, and supervisor bias. Investigate when patterns of pre-selection, favoritism, or supervisor bias appear.
  - Expand opportunities and eligibility for management details.
  - Develop career ladders for administrative personnel.

These suggestions are similar to barriers to advancement and promotion identified in the EEOC best practices report cited earlier (1997, p. 26):

- Lack of employee access to mentoring
- Deficient performance evaluation and promotion processes
- Lack of management training
- Lack of opportunities for career development and rotational job assignments
- Failing to provide reasonable accommodation to qualified individuals with disabilities
- Poor career planning and development
- Little or no access to informal networks of communication
- Inability to get feedback
- Different standards of performance, disparate treatment
- Lack of career counseling and exclusion from career ladders
- Lack of equal access to assignments that provide visibility and interactions with senior managers
- EEO directors not included in recruitment process for higher levels
- Limited pool of targeted group of persons with required qualifications
- Failure to post/advertise promotional opportunities

Recent studies on the effectiveness of diversity training as a means to promote more diversity at all levels in an organization suggests that it is often ineffective because the training is used primarily to convey legal and technical information, with far less attention focused on educating managers more broadly about diversity-related issues (Kalev, Dobbin, & Kelly, 2006). OCR may wish to review the content of training courses provided at EPA regarding diversity, equal employment opportunity, and affirmative employment.

Most of these suggestions would require close coordination with EPA's Human Resources Office. In addition, it may be helpful to coordinate with the Human Resources staff in examining current training offered to supervisors to ensure that supervisors receive appropriate information and guidelines regarding the handling of promotions.

- Subgroup analyses for Question B3 on the bases of discrimination indicate differences, with the subgroup characteristic often the most commonly cited. For example, 67 percent of Non-White respondents cited race, 47 percent of men cited gender (compared with 40% of women), 51 percent of respondents who said they had a disability cited disability as a basis of discrimination, 62 percent of respondents 50 years and over cited age, and 13 percent of women and 21 percent of respondents younger than 40 years old cited parental status. About 35 percent of respondents 40 years and older cited reprisals.

These findings are probably not surprising, but that fact should not deter OCR from discussing these issues with senior EPA managers and encouraging them to step back and try to assess impartially whether there are any patterns of possible discrimination

or favoritism in their divisions and departments related to employees' personal characteristics. General barriers inhibiting equal employment opportunity identified by the EEOC Task Force (1997, pp. 25–26) included (a) the “like me syndrome”—people choosing to associate with others like themselves; (b) stereotypes, (c) prejudice, manifested in outright bigotry toward a targeted group; (d) perception of loss by persons threatened by equal employment opportunity practices who “overzealously” protect their own prospects by limiting other employees' prospects; and (e) ignorance (some managers or supervisors may not be well versed in the laws).

- About 60 percent of respondents who said they had filed a discrimination complaint with EPA during the past 12 months and the case was closed said they were *very dissatisfied* with the complaint process. A similar percentage of those who still had active cases said they were very dissatisfied with the complaint process so far (59%).

Although the actual number of filers is relatively small, these findings merit consideration. Are employee expectations about the process realistic? Is EPA's counseling process effective in describing what the complaint process involves or may involve? Do complaint filers believe the complaint process is conducted impartially by personnel with no vested interest in the outcome? (See pages 106–109 of the EEOC report for best private sector practices regarding alternative dispute resolution.)

If it is not already doing so, OCR may wish to develop a voluntary evaluation form for complainants to complete at the end of the process. The form should include some open-ended questions that allow employees to fully express reasons for their opinions about the process. The forms could be analyzed by an impartial third party not directly involved in the complaint process, with the findings organized and shared with OCR leadership two or three times a year.

- Nearly a fourth of the respondents (23%) to the question about why they had not filed a discrimination complaint (Question B10) and more than a third of respondents (35%) to the question of why they were unlikely to do so if the problem continued at the same level or got worse said that they were not sure how to file a complaint. Although only a very small number of employees were administered these questions, their answers suggest that OCR may wish to make this information more directly accessible to employees.

### **Employee Awareness of OCR Website, Training Modules, and Policies**

OCR clearly has opportunities to raise awareness among employees about its website, its Intranet Civil Rights Training Modules on Reasonable Accommodations and Title VII (internal complaint process), and EPA's 2007 Equal Employment Opportunity (EEO) Policy. OCR could use one or more mechanisms for doing so. For example, it could prepare a feature article about these information sources for an agency newsletter or for its Intranet and send an email with a link to the article. Also, managers could discuss the website and other sources of related information during staff meetings and encourage employees to become familiar with them.



As a complementary action, OCR may want to conduct a usability evaluation of its website to determine if the information is easy to locate and the content adequate and useful in meeting employee needs. We recommend that OCR also evaluate whether job applicants who are seeking information about EPA equal employment opportunity and affirmative employment policies can easily find that information on EPA's public Internet site.

## Reasonable Accommodation

In their open-ended comments about what EPA could do better to improve equal employment opportunity and affirmative employment, a number of respondents said it would be useful to have laminated cards, brochures, or information sheets that listed the names and contact information for National and local reasonable accommodation coordinators. This coordinator information is available on EPA's public website, but it takes some searching to find it. If hard-copy forms are not feasible because the information becomes outdated, OCR could adopt one respondent's suggestion to develop electronic fact sheets with hyperlinks to information that is updated regularly.

Survey questions about the reasonable accommodation process yielded relatively high positive percentages among users of the process. Only a very small percentage of respondents (about 1%) said they had requested information from a coordinator but had not received it. It may be informative for OCR to follow up on this issue to see if some type of system improvement is needed for tracking responses to information requests.

Most respondents who had requested or processed a request for reasonable accommodations during the past 12 months said they were treated fairly (85%). OCR may want to develop a short followup form for all requestors asking about fair treatment during the process. The forms could be sent out two or three times a year. We recommend that the form include an open-ended question in which employees could elaborate on their answers. They would not have to identify themselves on the form and could return completed forms to specified boxes. OCR could then use that information to assess if any improvements are needed in the reasonable accommodation process.

For persons receiving accommodations, OCR may find it useful, if it is not already doing so, to follow up by email or personally after a short period of time to inquire about satisfaction with the accommodations.

Other survey respondent suggestions regarding persons with disabilities may be worth exploring:

- Educate employees generally about mental health issues.
- Provide depression screening outreach.
- Caption all EAB hearings and webcasts.
- Discuss learning disabilities and their effects with all employees to increase understanding and support.
- Provide an agency fund other than the office supply budget to pay for reasonable accommodations such as ergonomic chairs and other equipment.



Respondents who self-reported having a disability had a lower Trust score than nearly all other subgroups and had relatively low percent positive responses on other organizational culture items. Respondents with disabilities who believed they had been discriminated against targeted job training and career advancement as discrimination issues. As suggested earlier, it may be appropriate to investigate these findings through conversations or focus groups with employees with disabilities, to understand the “subgroup” response better and identify appropriate actions. These initiatives could perhaps be undertaken during Disability Employment Awareness Month.

### **Special Emphasis and Diversity Programs**

Possible followup actions flowing from the questions about Special Emphasis and Diversity Programs might revolve around better promotion of the events, including earlier announcements about when they will occur, more support for the events, and use of the events for gaining a more in-depth understanding of the survey findings, particularly among population subgroups. For example, a recent article in *Issues of Merit* (U.S. Merit Systems Protection Board, 2008) emphasizes that engaging employees who are approaching eligible retirement more effectively may result in retention benefits for an agency. Thus activities during Older Americans Month might focus not only on transition from the workforce but also on how to engage those approaching eligibility for retirement more effectively.

Some respondents said attendance at Special Emphasis and Diversity Programs was a problem because the events did not occur at their workplace site, they did not have enough advance notice about the events, or their workload kept them from attending. One respondent said attendance did not seem to be strongly encouraged or supported by the managers at the respondent’s facility. Another suggested that some of the headquarters events be accessible via the Internet to employees working in regional offices or lab sites.

For the most part, relatively few respondents who attended at least one event in the past 12 months said that the events rarely or never met the intended goals. According to the survey findings, the goal met least often was that the event speakers focused on topics relevant to affirmative employment.

A minority of respondents said they thought the events worked against equal treatment – in their opinion, it would be better to celebrate similarities in an all-inclusive multicultural event.

### **Respondent Suggestions on Other Topics**

In their responses to the question “What could EPA do better to improve equal employment opportunity throughout the agency,” a number of respondents made suggestions about recruitment of minority employees. One basic theme was that EPA should reach out more in its recruitment efforts to various minority populations. Information on EPA’s public website reflects that many respondent suggestions are already in place. OCR may want to focus on increasing awareness of existing EPA initiatives as well as review the adequacy and effectiveness of those recruitment and outreach efforts. Respondent suggestions included:

- Spend more time recruiting at Universities that have predominantly minority populations.
- Restart the EPA summer internship program.
- Actively recruit a diverse workforce...My regional office is mostly white...the lack of diversity impacts our programs, particularly in the areas of Community Involvement, Public Information, and Environmental Justice.
- Have early awareness outreach to high schools and colleges so that students actually select majors in environmental fields or are aware of how their majors could be used.
- Hire more people with disabilities and provide more accommodations in a more timely manner.
- It would be helpful to have a point of contact for the “People with Disabilities Employment Program” on EPA’s OCR Internet site....Also, providing outreach to people with targeted disabilities (e.g., what flexible hiring authorities they might qualify for) via the Internet would be encouraging as well.

## Summary

Several themes recur throughout this Conclusions and Recommendations section of the report.

### OCR Ability to Quickly Follow Up

There are some followup initiatives OCR can directly implement relatively easily. Other suggested initiatives may require close coordination with other EPA departments or offices (e.g., the Human Resources Office).

### Support for Initiatives

Senior EPA leadership commitment and support of new initiatives will be required for success throughout the agency.

Managers’ commitment to any action plans will be essential, and accountability for managers should be built into any plan initiatives.

### Types of Initiatives

Share results of the survey with EPA employees by posting survey highlights on the EPA intranet or by emailing a PDF highlights file to employees and invite them to participate in action planning activities.

Increase employee awareness of EPA’s equal employment opportunity and affirmative employment initiatives, policies, and information sources through alternative dissemination techniques.

Review navigation for locating information on equal employment opportunity, affirmative employment, and reasonable accommodation on EPA's public website and OCR's intranet site.

Promote more bottom-up communication from employees to OCR and agency managers.

Expand/modify training for managers, supervisors, and staff.

Improve/develop mechanisms for ongoing feedback from employees regarding equal employment opportunity and affirmative employment activities, policies, processes, and so forth, in order to monitor their success and identify needed improvements.

## EPA EEO ACTION PLANNING TRAINING FOR MANAGERS

In this section of the report, general content from the action planning training is presented. Throughout the training, the content will be supplemented with selected survey results appropriate for action planning.

**Target Audience:** EPA Managers

**Time:** 1.5 hours

**Delivery Mode:** Live webcast or recorded webcast

**Documents Needed:** *EPA EEO Survey Highlights*

**Description:**

During this interactive webcast training course, managers will become familiar with the results of the 2008 EPA EEO Employee Survey and will learn how to extract useful information applicable to their own organizational units, such as identified strengths and areas needing improvement. The trainer will guide managers through a review of the concept and process steps for developing an action plan for change within their organizational units—using information from the survey results.

**Objectives:**

When they have completed this training, managers should:

- ☐ Be able to describe the overall survey results
- ☐ Be able to identify and select areas for improvement on the basis of employees' survey responses
- ☐ Understand the process of action planning
- ☐ Be able to develop and implement an action plan for their organizational unit

### Understanding the Action Planning Process

Action planning is one of the tools managers can use to express the organization's vision in concrete terms and effect changes to that vision. It describes how your group will use its resources and involve stakeholders to foster positive changes within the organization.

#### ***What Is an Action Plan?***

Action planning helps you to identify changes you would like to make in your organization and to decide what steps are necessary to achieve particular goals relevant to those changes. It produces a statement of what you want to achieve and how you plan to achieve it over a specified time period. This statement is called an Action Plan.

An effective action plan should contain a timetable and a set of clearly defined steps to help you to reach your objective. It is a tool to help you focus your resources, and the entire process helps you answer several important questions:

1. What must I do to achieve my goal(s)?
2. Who will be involved in these activities?
3. In what timeframe will these activities occur?

### ***Why Use an Action Plan?***

There are a variety of good reasons to incorporate action planning into your repertoire of management skills, particularly when you must manage organizational change.

Action planning:

- ❑ Helps you to organize change efforts and foster success in the long term. While you may accidentally stumble onto a solution on occasion, consistent success requires some level of planning. Organized planning helps your organization anticipate and address the details that can so easily bog down attempts at organizational change.
- ❑ Builds the credibility of your leadership. Producing (and implementing) an action plan builds your credibility by demonstrating that you are serious about addressing expressed concerns of staff.
- ❑ Helps set staff expectations by defining boundaries. A clear plan can help reduce unmet expectations by describing, in concrete terms, what the organization will, and will not, do.
- ❑ Improves accountability within the organization. Since action planning involves assigning clearly described and delineated tasks to individuals and/or groups, the progress of these tasks can be tracked and the individuals and/or groups can be held accountable for performing their part of the process.

### **Developing the Action Plan**

Traditionally, there are multiple steps in developing an action plan. The exact number of steps may differ from one model of action planning to the next. In this training model, the action planning process includes 7 steps. How the steps are put into practice may vary from one organization to another, but the general principles and processes shown here are applicable for all organizational units at EPA.

#### ***Seven Steps to Develop an Action Plan***

1. Identify the Issues
2. Set Goals
3. Create Targets
4. Identify Stakeholders
5. Identify Resources (Staff and Budget)
6. List Actions and Assign Actions
7. Monitor and Evaluate Results

A general description of each action planning step follows:

**Identify the Issue.** Develop a specific, concrete description of the issue or challenge you are confronting (you may identify multiple issues). This statement must be clear and easily understood both by those who might be affected by the proposed change as well as by those implementing the change.

**Set Goals.** Craft one to four clear goals for this effort. These goals should follow the traditional “SMART” guidelines for goals—that is, they should be:

- **Specific** – goals must be clear and limited. They should address:
  - Who* – Who is involved?
  - What* – What, specifically, is going to be accomplished?
  - Where* – Where will the work be done?
  - When* – What is the timeframe for the effort?
  - Why* – What are some specific reasons for this effort?
- **Measurable** – Progress toward the goal can be assessed using some sort of concrete criteria (metric).
- **Attainable** – They must be within the realm of possibility given available resources and time.
- **Realistic** – The organization must be both willing and able to work toward accomplishing this goal.
- **Time Specific** – The goal should be time limited; that is, it should have a target completion date. The time period to accomplish the goal should also be measurable, realistic, and attainable.

Crafting SMART goals need not be difficult, but they may require a bit of thought to produce something useful. As with any guidelines, these exist to assist you, not to be slavishly followed.

**Create Targets.** Targets are the persons who are the focus of your efforts. They are the decision makers in the process you are trying to influence. Successfully identifying the targets also involves identifying what encourages people to make decisions that support your goals.

**Identify Stakeholders.** Here you identify groups (and individuals) who may be influential in helping you (or hindering you) in reaching your goals. You may want to involve some of these persons or groups in the planning and execution of the action plan you develop. Stakeholders generally fall into two general categories: allies and opponents.

- Allies are people who will (or may) provide support for your efforts. They perceive themselves as receiving some sort of benefit from changing the status quo. They need not be solely from within your organization. Sometimes excellent ideas and motivation can come from outside the organization. In

many cases, though, you may find the most useful and most easily reached allies within your organization. Locating stakeholder and enlisting their assistance can move you a long way toward your goal of implementing change.

- Opponents are persons who resist your efforts at producing change. They are classified as stakeholders in the change process because they often consider themselves to have a stake in maintaining the status quo. They protect their perceived interest by resisting changes to that status quo. They may do this actively, in the form of open opposition, or they may do it passively by delaying.

Identifying opponents and developing tactics to minimize their resistance is important to the success of your efforts. Tactics might include talking with them during interviews or even a focus group. Their opinions and experiences can be quite useful in planning a successful change effort. For example, they may provide new insights on the issue or even bring to light ineffective strategies and initiatives that failed in the past. Analysis of these failures may help you to avoid making similar mistakes in your action plan.

**Identify Your Staff and Budget Resources.** The next step is to complete your list of resources. This involves identifying how much time staff will have available to work on the effort and how much (if any) monetary resources are available. These two elements will provide the boundaries for the actual action planning session in the next step. When considering your budget, don't forget to account for any office supplies and equipment you will need beyond ordinary levels.

Assume you have determined you have two persons who can devote 4 hours a month to the project, for the next 6 months. Other stakeholders have agreed to help you gather information by participating in short telephone interviews, or in a single focus group. Don't forget to count any volunteers you can muster. In efforts like these, volunteer labor often accounts for a significant portion of the work.

**List the Actions to Be Accomplished and Assign Them to Responsible Parties.** Now that you have all the ingredients for your action plan gathered, it's time to build it. Back in Step 2, you developed your goal and a general timeframe for your effort. Now you develop and list all the actions you believe are necessary to move from your current position to your goal in the time allotted. To develop your action plan:

- **Meet** – If possible, meet with those who will implement the action plan (this can be done via teleconference, but you may lose some of the synergy of a face-to-face meeting. During this meeting you may perform the next three steps.
- **Generate Ideas** – Brainstorm and gather as many ideas as possible and as many different ideas for reaching your goal(s) as your group can generate. In this brainstorming, try not to analyze or evaluate the merits of any particular idea, just record them. A chance for evaluation and “pruning” will come later.



- **Analyze** – Once you have completed your list of possible actions, now is the time to evaluate it, analyze it, and prune it. Focus on two things:
  - Mark the steps that are absolutely necessary and most effective in helping you reach your goal.
  - Determine if any steps can be removed without significantly affecting your efforts and delete them. Whenever possible, streamline your list of steps.
- **Create your action plan** – Organize your remaining steps in chronological sequence and assign time values to each task—that is, how long you think it will take to complete each task. Also, match actions and staff. Make certain that someone is responsible for each step in the action plan. Be aware of possible dependencies among your steps. Do some steps have to be completed before others can begin? Can some steps be carried out simultaneously?
- **Review the plan** – Once you’ve built your action plan, review it. See if there are any remaining steps you can remove without jeopardizing achievement of your goal. The simpler the plan, the more likely your staff will be able to carry it out and the less monitoring you will have to do.
- **Launch the action plan** – After completing the plan (and getting it approved, as necessary, in your organization), launch it according to your planned schedule.

**Monitor and Evaluate the Results of the Implementation.** Once you have launched the plan, monitor it like any other organizational function. Periodic status reports will give you (and senior management) an assessment of progress as well as provide new information that may influence your efforts to reach the goal. Sometimes this information may be useful for adjusting your action plan and increasing its effectiveness. An effective monitoring system will help you answer the following questions:

- How will you evaluate your efforts?
- What sorts of metrics can be used?
- What will success look like?
- Are there any secondary effects (positive or negative) that you anticipate along with reaching your major goals?

A template to assist managers in developing their Action Plans is provided on the following pages.

### Sample Template for Action Planning

<b>Issues</b>  What are the specific issues or problems you are trying to address?	
<b>Goals</b>  List one through four clear goals you want to accomplish.	
<b>Targets</b>  Who are the decision makers about this issue or problem?  Whose behavior do you want to change?  What can influence or change their decision?	
<b>Stakeholders</b>  <b>Allies</b> – Who are your allies, the people who will be supportive of what you want to do?  How will you get their support?  <b>Opposition</b> – Who will resist what you are trying to accomplish? How might they block your efforts?  How can you work with them to minimize their resistance?	

*(continued on next page)*

**Sample Template for Action Planning (*continued*)**

<b>Resources</b>  List your staff and budget resources.  List any external or volunteer resources available to you.	
<b>Actions</b>  What have you decided to do?  What is the schedule for these activities?  To whom is each activity assigned?	
<b>Monitor and Evaluate</b>  How will you monitor the progress of your action plan?  How will you evaluate its effectiveness or success?  Are there other major desirable outcomes in addition to your initial goals?	

## References

Kalev, A., Dobbin, F., & Kelly, E. (2006). Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. *American Sociological Review*, 71 (August: 589–617).

U.S. Equal Employment Opportunity Commission (1997). Best practices of private sector employers. Available at: [http://www.eeoc.gov/abouteeoc/task\\_reports/best\\_practice.html](http://www.eeoc.gov/abouteeoc/task_reports/best_practice.html)

U.S. Merit Systems Protection Board, Office of Policy and Evaluation. (July 2008). Using engagement to ride the retirement wave. *In Issues of Merit*, pp.1, 3.

## Other Resources

Holvino, E., Ferdman, B.M., Merrill-Sands, D. (2004). Creating and sustaining diversity and inclusion in organizations: Strategies and approaches. In M. Stockdale and F.J. Crosby (Eds.), *The psychology and management of workplace diversity* (pp. 245–276). Maiden, MA: Blackwell.

U.S. Department of Commerce and Vice President Al Gore's National Partnership for Reinventing Government. (2000). Best practices in achieving workforce diversity: Benchmarking study. Available at: [govinfo.library.unt.edu/npr/library/workforce-diversity.pdf](http://govinfo.library.unt.edu/npr/library/workforce-diversity.pdf) (copy and paste into browser).

U.S. Equal Employment Opportunity Commission (in Support of the New Freedom Initiative). (2004). Interim report on best practices for the employment of people with disabilities in state government.

## **Appendix A**

### **Copy of the Survey Questions**



## Welcome to the 2008 EPA Employee Survey on Equal Employment Opportunity!

EPA's Office of Civil Rights (OCR) is conducting this survey to measure employee awareness of, and perceptions about, equal employment opportunity and workforce diversity at EPA.

Your participation in this voluntary survey will help provide the OCR with results that represent all EPA civil service employees. The survey should take **10 minutes** or less to complete. Please choose the survey responses that best describe your own perceptions and experiences. You may skip questions you do not wish to answer, but we encourage you to answer all that apply.

Your responses to the survey will be kept confidential. Westat will summarize study results before providing them to EPA to make sure that individuals cannot be identified.

To begin the survey, enter your Username and Password and click on the "Begin Survey" button below. After you complete any page, you may save your responses and exit the survey by clicking first on the "Next Page" button, then on the "Save and Exit" button on the bottom of the new page. Later, if you have not previously clicked on the "Submit" button, you can log on again and continue where you left off.

[Privacy Statement](#)

**Begin Survey:**

If you have questions, please contact Westat:

Toll-free 1- 888-372-9798; Email: [EPA-EEO2008survey@westat.com](mailto:EPA-EEO2008survey@westat.com)



## SECTION A: Organizational Culture

This section addresses your awareness of information about fair treatment in the workplace and your perceptions about equal employment opportunity and workforce diversity at EPA. The term *workforce diversity* refers to a workforce that includes and values employees with differing backgrounds, skills, and viewpoints.

How much do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	Don't know
1. EPA provides employees with information about their civil rights in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. EPA educates employees about unacceptable behavior in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. EPA instructs employees on how to report unacceptable behavior in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. EPA is committed to having a diverse workforce .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. EPA employees treat one another with respect .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. EPA tries to remove barriers to advancement opportunities for employees ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Some EPA managers prefer hiring employees that share their background or physical characteristics .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. EPA employees speak up when they observe unacceptable behavior in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. EPA sometimes tolerates unfair treatment in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I would receive impartial support from EPA if I filed a job discrimination complaint .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I feel there will be negative consequences for me if I report unfair treatment at work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION A: Organizational Culture (continued)

How much do you agree or disagree with the following statements?

### 13. I trust EPA to:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree
a. Consistently enforce EPA's equal employment opportunity policies .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Respond promptly to allegations of illegal discrimination.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Treat employees with respect when they file a discrimination complaint .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 14. I trust EPA to be fair to all employees when:

a. Providing access to professional training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Conducting performance appraisals.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Deciding on promotions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Recognizing and rewarding individual contributions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Handling discrimination complaints .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Providing access to career development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Handling recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section B: Possible Personal Experience with On-the-Job Discrimination

The following questions address possible personal experiences with job discrimination at EPA.

1. **During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment?** (Possible issues of discrimination include, for example, promotion, career development, or performance evaluations).

- ☐ Yes  
☐ No (skip to QB13)  
☐ Not sure (skip to QB11)

2. Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months? (Select all that apply)

- ☐ Hiring
- ☐ Promotion
- ☐ Job training
- ☐ Career development
- ☐ Compensation
- ☐ Performance evaluations
- ☐ Other (Please specify): \_\_\_\_\_

3. Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months? (Select all that apply)

- ☐ Race
- ☐ Color
- ☐ Gender
- ☐ Age
- ☐ Disability
- ☐ Religion
- ☐ Sexual orientation
- ☐ Parental status
- ☐ Reprisal (unfair treatment because of something you reported or did)
- ☐ Sexual harassment

4. Did you file a formal discrimination complaint with EPA's Office of Civil Rights during the past 12 months?

- ☐ Yes
- ☐ No (skip to QB8)

5. Did the complaint result in a finding of discrimination, was it settled, was it withdrawn, or is it still being processed?

- ☐ Resulted in a finding of discrimination
- ☐ Was settled
- ☐ Was withdrawn
- ☐ Still being processed (Skip to Q7)

6. Regardless of the outcome of your complaint, how satisfied or dissatisfied were you with how EPA handled the complaint?

- ☐ Very dissatisfied
- ☐ Dissatisfied
- ☐ Neither dissatisfied nor satisfied
- ☐ Satisfied
- ☐ Very satisfied

(QB6 respondents skip to QB13)

**7. So far, how satisfied or dissatisfied are you with the discrimination complaint process?**

- ☐ Very dissatisfied  
☐ Dissatisfied  
☐ Neither dissatisfied nor satisfied  
☐ Satisfied  
☐ Very satisfied

(QB7 respondent skips to QB13)

**8. What is the current status of the discrimination issue you experienced during the past 12 months?**

- ☐ It has been taken care of to my satisfaction. (skip to QB13)  
☐ It is still a problem but the situation has improved. (skip to QB13)  
☐ The situation is currently about the same.  
☐ The situation is worse.

**9. If the discrimination issue doesn't improve, do you think you will file a formal discrimination complaint?**

- ☐ Yes (skip to QB13)  
☐ No

**10. Why aren't you likely to file a formal discrimination complaint if the discrimination issue doesn't improve? (Select Yes or No for each of the following possible reasons)**

	Yes	No
a. I am worried about what might happen to me if I file a complaint.	<input type="checkbox"/>	<input type="checkbox"/>
b. I am worried about what might happen to someone else if I file a complaint.	<input type="checkbox"/>	<input type="checkbox"/>
c. I do not think filing a complaint will make a difference in my situation.	<input type="checkbox"/>	<input type="checkbox"/>
d. I'm not sure how to file a complaint.	<input type="checkbox"/>	<input type="checkbox"/>
e. Other reason	<input type="checkbox"/>	<input type="checkbox"/>

(Q10 respondents skip to QB13)

(Respondents who earlier replied "Not sure" to Q1 are skipped to Q11)

**11. Did you talk to an Equal Employment official or a union official about your situation?**

- ☐ Yes (skip to QB13)  
☐ No

**12. Why didn't you talk to an Equal Employment official or a union official about your situation?** (Select Yes or No for each of the following possible reasons)

	Yes	No
a. I was worried about what might happen to me if I asked about the situation.	<input type="checkbox"/>	<input type="checkbox"/>
b. I was worried about what might happen to someone else if I asked about the situation.	<input type="checkbox"/>	<input type="checkbox"/>
c. I didn't think talking to someone about it would make a difference in my situation.	<input type="checkbox"/>	<input type="checkbox"/>
d. I didn't know how the complaint process worked.	<input type="checkbox"/>	<input type="checkbox"/>

**13. Do you know of any employee (not including yourself) that you believe was discriminated against at EPA during the past 12 months because of race, color, sex, age, religion, disability, sexual orientation, or parental status or was subject to reprisals or sexual harassment?** (Possible discrimination issues include, for example, promotion, career development, or performance evaluations).

- ☐ Yes  
☐ No

### SECTION C: Your Awareness of EPA Policies, Procedures, and Programs

The questions in this section ask about your awareness, prior to answering this survey, of the following information and initiatives at EPA concerning equal employment opportunity.

**How familiar are you with the following sources of EPA civil rights information?**

**1. EPA's Office of Civil Rights website?** (Select one of the following)

- ☐ I have visited this website more than once during the past 12 months.  
☐ I have visited this website only once during the past 12 months.  
☐ I know about this website but have not visited it during the past 12 months.  
☐ I know nothing at all about this website.

**2. EPA's Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodation and (2) Title VII (internal complaint process)** (Select one of the following)

- ☐ I have completed both the Reasonable Accommodations and the Title VII OCR Intranet civil rights training modules during the past 12 months.  
☐ I have completed only one of the two OCR Intranet civil rights training modules during the past 12 months.  
☐ I know about at least one of the OCR Intranet civil rights training modules but have not tried to complete one during the past 12 months.  
☐ I know nothing at all about either of the OCR Intranet civil rights training modules.

**3. EPA's 2007 Equal Employment Opportunity (EEO) Policy (issued on June 14, 2007)**

(Select one of the following)

- ☐ I am very familiar with EPA's 2007 EEO Policy.
- ☐ I am somewhat familiar with EPA's 2007 EEO Policy.
- ☐ I have heard about EPA's 2007 EEO Policy, but I am not familiar with it.
- ☐ I know nothing at all about EPA's 2007 EEO Policy.

**4. EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities? (Select one of the following)**

- ☐ I have used EPA's Order and Procedures to request, or process a request, for reasonable accommodation during the past 12 months.
- ☐ I am somewhat familiar with EPA's Reasonable Accommodation Order and Procedures. (skip to QC7)
- ☐ I have heard about EPA's Reasonable Accommodation Order and Procedures, but I am not familiar with them. (skip to QC7)
- ☐ I know nothing at all about EPA's Reasonable Accommodation Order and Procedures. (skip to Section D)

**5. Regardless of the outcome, were you treated fairly during the Reasonable Accommodation process?**

- ☐ Yes
- ☐ No

**6. Have you ever received training, either on-line or in-person, on the Reasonable Accommodation Order and Procedures?**

- ☐ Yes
- ☐ No

**7. Do you know the name of EPA's National Reasonable Accommodation Coordinator, and how to contact this person?**

- ☐ Yes, I know both the person's name and how to contact this person.
- ☐ Yes, I know the person's name but not the contact information for this person.
- ☐ Yes, I know how to contact this person, but I do not know the person's name.
- ☐ No, I do not know the name of this person or how to contact this person.

**8. Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?**

- ☐ Yes, I know both the person's name and how to contact this person.
- ☐ Yes, I know the person's name but not the contact information for this person.
- ☐ Yes, I know how to contact this person, but I do not know the person's name.
- ☐ No, I do not know the name of this person or how to contact this person.

**9. Have you ever requested and received information from either the National or local Reasonable Accommodation Coordinator?**

- ☐ Yes, I requested information and I received it.
- ☐ Yes, I requested information, but I did not receive it. (skip to Section D)
- ☐ No, I did not request information. (skip to Section D)

10. Was the information you received from the Reasonable Accommodation Coordinator helpful to you?

- ☐ Yes  
☐ No

### Section D: Special Emphasis and Diversity Programs

The following questions ask about Special Emphasis and Diversity Programs sponsored by the Office of Civil Rights during the past 12 months.

1. During the past 12 months, did you attend an EPA event associated with the following observances? (Mark Yes or No for each observance)

	Yes	No
a. Martin Luther King Observance (January)	<input type="checkbox"/>	<input type="checkbox"/>
b. Black History Month (February)	<input type="checkbox"/>	<input type="checkbox"/>
c. Women's History Month (March)	<input type="checkbox"/>	<input type="checkbox"/>
d. Take Your Sons and Daughters To Work Day (April)	<input type="checkbox"/>	<input type="checkbox"/>
e. Administrative Professionals Week (April)	<input type="checkbox"/>	<input type="checkbox"/>
f. Asian American / Pacific Islander Heritage Month (May)	<input type="checkbox"/>	<input type="checkbox"/>
g. Older Americans Month (May)	<input type="checkbox"/>	<input type="checkbox"/>
h. Gay and Lesbian Pride Month (June)	<input type="checkbox"/>	<input type="checkbox"/>
i. Hispanic Heritage Month (mid-September – mid-October)	<input type="checkbox"/>	<input type="checkbox"/>
j. Disability Employment Awareness Month (October)	<input type="checkbox"/>	<input type="checkbox"/>
k. American Indian / Alaskan Native Heritage Month (November)	<input type="checkbox"/>	<input type="checkbox"/>

2. Overall, how often did the Special Emphasis Program event(s) you attended at EPA during the past 12 months meet the following goals?

	Never	Rarely	Sometimes	Usually	Always
a. The event(s) highlighted the contributions of various cultures, ethnicities, or groups.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The event(s) raised employees' awareness of the benefits of equal employment opportunity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The event(s) promoted acceptance of differences within the workforce.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The event speakers focused on topics relevant to affirmative employment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



3. **During the past 24 months, did you serve as a collateral Special Emphasis Diversity Program Manager?**

- ☐ Yes  
☐ No

**SECTION E: About You**

This section asks questions about your employment and your personal characteristics. Your answers to these questions will help us to analyze survey results.

1. **Where do you work?**

- ☐ Headquarters  
☐ Regional office  
☐ Headquarters employee at lab site

2. **What is your supervisory status?** (Select one of the following)

- ☐ **Non-Supervisor:** You do not supervise other employees.  
☐ **Team Leader:** You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.  
☐ **Supervisor:** You are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors.  
☐ **Manager:** You are in a management position and supervise one or more supervisors.  
☐ **Executive:** Member of Senior Executive Service or equivalent.

3. **How long have you worked for EPA?**

- ☐ Less than 3 years  
☐ 3 to 10 years  
☐ 11 years or more

4. **Are you a full-time or a part-time employee at EPA?**

- ☐ Full-time  
☐ Part-time

5. **Do you work on an official flex-time schedule (e.g., four 10-hr days/week)?**

- ☐ Yes  
☐ No

6. **Are you male or female?**

- ☐ Male  
☐ Female

**7. What is your age group?**

- ☐ 25 years old or younger  
☐ 26-39 years old  
☐ 40-49 years old  
☐ 50 years or older

**8. What is the highest level of education you have completed?**

- ☐ Less than a Bachelor's degree  
☐ Bachelor's degree  
☐ Master's degree  
☐ Professional degree (e.g., JD, LLB, or MD)  
☐ Doctorate degree or Post-doctorate

**9. Are you Hispanic or Latino?**

- ☐ Yes  
☐ No

**10. Which one of the following do you consider yourself to be? (Select one of the following)**

- ☐ White  
☐ Black or African American  
☐ Native Hawaiian or Other Pacific Islander  
☐ Asian  
☐ American Indian or Alaska Native  
☐ Two or more races (Not Hispanic or Latino)

**11. Do you have a disability?**

- ☐ Yes  
☐ No

**SECTION F: Your Thoughts and Comments**

Please be as detailed as you like in your response to the following open-ended question.

**1. What could EPA do better to improve equal employment opportunity throughout the agency?**

### Random Drawing for Survey Participants!

If you wish to participate in a confidential random drawing by Westat to receive one of twenty \$25 gift cards redeemable at select locations, please click on the box below.

☐ I wish to participate in the random drawing.

**SUBMIT BUTTON**

**THANK YOU FOR COMPLETING THIS QUESTIONNAIRE.**

**Your responses have been submitted.**



## **Appendix B**

### **Survey Invitation**

### **Sample Reminder Notice**



## Survey Invitation (email message)

Dear EPA Employee,

The EPA's Office of Civil Rights (OCR) wants to learn more about your perceptions and experiences with equal employment opportunity and fair treatment at the EPA. You are being asked to take 5 to 10 minutes to complete a short survey on these topics. OCR will use the survey findings to measure and improve its EEO performance.

Your participation will help to ensure that the survey findings represent the EPA workforce. To show its thanks for your help, EPA is providing participants with the option to enter a prize drawing for one of twenty \$25 gift cards redeemable at select locations.

Westat, a research company in Rockville, Maryland, is conducting the survey and prize drawing for EPA. To complete the survey, click on the link below and enter the following unique Username and Password on the first page of the survey. After you COMPLETE any page, you may save your responses and exit the survey by clicking first on the "Next Page" button, then on the "Save and Exit" button at the bottom of the new page.

The unique Username and Password will allow you to return to the survey at any time before final submission to continue the survey where you left off or to change your answers. Also, they ensure that each participant submits only one survey.

When you have successfully submitted your survey, you will see a message saying "Your responses have been submitted."

Link to survey (click or paste in browser): <https://www.2008EPAEEOEmployeeSurvey.org>

Unique Username:

Unique Password:

Deadline: May 27, 2008

Westat will keep your survey responses confidential by sharing only aggregated results with OCR. No individuals will be identifiable in the findings reports.

If you are having problems with logging on to the survey or have questions about the survey, please contact the Westat Survey Support Center via phone at 1-888-372-9798 or via email at EPA-EEO2008survey@westat.com.

Thank you for your time and input.

Sincerely,

Kimya Lee, Ph.D.  
Project Director, Westat

Westat  
1650 Research Blvd.  
Rockville, MD 20850  
<http://www.westat.com>



## Reminder Notice

Dear EPA Employee,

About 2 weeks ago you received an invitation to participate in a very short survey on equal employment opportunity at EPA. **If you have already completed the survey, thank you!** If you have not yet taken the survey, EPA's Office of Civil Rights (OCR) strongly encourages you to do so. OCR will use reported results to identify ways to improve its services in the areas of equal employment opportunity and affirmative employment at EPA.

Your participation is important to the success of the survey. In appreciation, all survey respondents will have the option to participate in a confidential random drawing for one of twenty \$25 gift cards redeemable at select locations.

To complete the survey, enter the unique Username and Password listed below after clicking on the Link to the Survey.

**Unique Username:**

**Unique Password:**

**Link to survey** (click or paste in browser):

<https://www.2008epaeoemployeesurvey.org/>

If you are having problems with logging on to the survey or have questions about the survey, please contact the Westat Survey Support Center via phone at 1-888-372-9798 or via email at [EPA-EEO2008survey@westat.com](mailto:EPA-EEO2008survey@westat.com).

Thank you for your time and input.

Sincerely,  
Kimya Lee, Ph.D.  
Project Director, Westat

Westat  
1650 Research Blvd.  
Rockville, MD 20850  
<http://www.westat.com>

## **Appendix C**

### **Survey Method Details**



## Survey Method Details

### Sample

The sample was a census of all full-time and part-time civil service employees at the U.S. Environment Protection Agency. EPA provided Westat with an updated list of email addresses for these employees shortly before the field period began in early May, 2008.

EPA also provided Westat with additional information on the respondents' worksite location by region or by AAship at EPA headquarters.

### Questionnaire

The survey was designed to address the following five broad topics:

Employee Perceptions About EPA's Organizational Culture  
Possible Personal Experiences With On-the-Job Discrimination  
Awareness of EPA Civil Rights Policies, Procedures, and Programs  
Special Emphasis and Diversity Program Events  
Employee Comments on Improving Equal Employment Opportunity Throughout EPA

Items were drafted for each topic. Because of the skips programmed into the survey, the maximum number of items a respondent might be asked was 67 (including 11 demographic questions), and the minimum number was 50. The survey included one open-ended question asking employees what EPA could do better to improve equal employment opportunity throughout the agency. The web instrument was pretested across various browsers, platforms, and screen settings and was tested for Section 508 compliance.

Estimated time to complete the survey was 10 minutes or less. Employees were allowed to complete the survey during work hours.

### Data Collection

#### *Survey Mode*

The survey was administered electronically via the Web. At the request of one EPA employee, the Web survey was administered over the telephone.

#### *Field Period*

The field period opened on May 6 and closed on June 3. It was originally scheduled to close on May 27 but was extended another week in an effort to increase the response rate.

## ***Survey Administration Procedures***

**Survey prenotification message.** A prenotification letter from EPA's Director of the Office of Civil Rights was sent to all employees in the sample. The prenotification message informed employees about the upcoming survey, introduced Westat as the survey administrator, explained the purpose of the survey, and encouraged employee participation in the survey. The prenotification also said that employees would have the option to participate in a random drawing for one of 20 \$25 gift cards.

**Survey invitation and reminder email messages.** On May 6, Westat sent EPA employees an email invitation that contained a link to the survey as well as a unique user name and ID for accessing the survey. Westat emailed reminders about the survey to nonrespondents on May 15, May 21, and May 27. The reminders were similar in content to the invitation, and each contained the survey link and the employee's unique user name and ID (see Appendix B for copies of the survey invitation and one of the reminder messages). A final notice was sent on May 28 reminding nonrespondents that they could contact the Survey Support Center if they were having technical difficulties logging on to the survey.

**Survey support.** During the field period, Westat maintained a toll-free project telephone number and a project specific email box that employees could use to request technical assistance in accessing the survey or to ask more general questions about the survey. Most employees contacting the Survey Support Center asked for their Username and Password (they did not see them in the email invitation letter and reminder messages) or said they were having difficulty logging on (mostly because they were trying to use their own personal computer name and password). Several employees inquired about survey confidentiality and whether the survey was anonymous. A few had comments about the prize drawing, and a few commented on the survey content, such as the question on race or how they should answer the worksite location question. Another asked if and how the survey findings would be disseminated to employees. Fourteen employees said they refused to participate in the survey. In a couple of instances, Westat checked with EPA about the appropriate response to an employee question.

### **Case Disposition and Final Response Rate Formula**

**Total Initial Sample = 17,185:** Initial sample frame containing 1,785 names.

Westat's final review of all available information for each employee case in the sample (i.e., collected data and email or telephone messages to the Survey Support Center) resulted in the following adjustments and assignment of final disposition codes to sample cases.

#### ***Adjustments to Initial Sample***

- Additions to Sample Frame = 3. During data collection, 3 names were added to the sample frame.
- Ineligible sample cases = 15. On the basis of an out-of-office message saying that an employee was on leave (not reassignment) for the full period of data collection (3 cases) or had terminated employment at EPA prior to the first day of data collection (12 cases),

- we classified that employee case as ineligible. Ineligible cases are subtracted from the sample frame count and not included in response rate calculations.

**Adjusted Final Sample = 17,173** ( $17,185 + 3 - 15$ )

**Eligible, completed surveys = 7,988:** We classified the following groups as eligible respondents with “completed” surveys that will be included in the analysis data file.

- 7,757 submitted surveys (includes surveys with some missing responses).
- 67 surveys that were identified as being completed but not submitted (in a small percentage of cases, there may be technical glitches during the submission process or respondents may have thought they submitted the survey but didn't); for 66 of these 67 surveys, the respondents answered all but the open-ended question.
- 164 additional not submitted, partially completed surveys. In accordance with standard practice of setting criteria for determining which partially completed surveys will be classified as an eligible “completed” survey and included in the analysis data set, we have included 164 surveys where respondents answered, at a minimum, Section A and question B1 about personal experiences with discrimination.

**Eligible nonrespondents = 9,185** ( $17,173$  final sample cases -  $7,988$  eligible, completed surveys): We classified the following groups as survey nonrespondents:

- 14 refusals - eligible employees who sent emails saying they refused to participate.
- Employees who did not log on to the survey and did not refuse to participate (this group includes 57 cases for which we received notification after the final email reminder that the email was undeliverable).
- Employees who logged on to the survey but did not submit a survey, did not refuse to participate, and did not answer at least Section A and question B1.

### Response Rate Formula

Response rate =  $\{ \text{Eligible, completed surveys} / [\text{Eligible, completed surveys} + \text{Eligible nonrespondents}] \} * 100$

Response rate =  $\{ 7,988 / [7,988 + 9,185] \} * 100$

Response rate =  $[7,988 / 17,173] * 100$

Response rate = 46.5%





## **Appendix D**

### **Overall Item-Level Results**



**A1 EPA provides employees with information about their civil rights in the workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	300	3.8	3.8	3.8
	Disagree	921	11.5	11.5	15.3
	Neither agree nor disagree	1265	15.8	15.9	31.2
	Agree	3913	49.0	49.1	80.2
	Strongly agree	1367	17.1	17.1	97.4
	Do not know	211	2.6	2.6	100.0
	Total	7977	99.9	100.0	
Missing	System	11	.1		
Total		7988	100.0		

**A2 EPA educates employees about unacceptable behavior in the workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	374	4.7	4.7	4.7
	Disagree	1263	15.8	15.8	20.5
	Neither agree nor disagree	1169	14.6	14.7	35.2
	Agree	3710	46.4	46.5	81.8
	Strongly agree	1320	16.5	16.6	98.3
	Do not know	134	1.7	1.7	100.0
	Total	7970	99.8	100.0	
Missing	System	18	.2		
Total		7988	100.0		

**A3 EPA instructs employees on how to report unacceptable behavior in the workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	476	6.0	6.0	6.0
	Disagree	1595	20.0	20.0	26.0
	Neither agree nor disagree	1433	17.9	18.0	44.0
	Agree	3297	41.3	41.4	85.4
	Strongly agree	955	12.0	12.0	97.4
	Do not know	206	2.6	2.6	100.0
	Total	7962	99.7	100.0	
Missing	System	26	.3		
Total		7988	100.0		

**A4 EPA is committed to having a diverse workforce.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	354	4.4	4.4	4.4
	Disagree	599	7.5	7.5	12.0
	Neither agree nor disagree	1157	14.5	14.5	26.5
	Agree	3144	39.4	39.5	66.0
	Strongly agree	2546	31.9	32.0	98.0
	Do not know	162	2.0	2.0	100.0
	Total	7962	99.7	100.0	
Missing	System	26	.3		
Total		7988	100.0		

**A5 EPA employees treat one another with respect.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	262	3.3	3.3	3.3
	Disagree	763	9.6	9.6	12.9
	Neither agree nor disagree	1101	13.8	13.8	26.7
	Agree	4284	53.6	53.8	80.5
	Strongly agree	1514	19.0	19.0	99.6
	Do not know	35	.4	.4	100.0
	Total	7959	99.6	100.0	
Missing	System	29	.4		
Total		7988	100.0		

**A6 EPA tries to remove barriers to advancement opportunities for employees.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	658	8.2	8.3	8.3
	Disagree	1388	17.4	17.5	25.7
	Neither agree nor disagree	1761	22.0	22.2	47.9
	Agree	2657	33.3	33.4	81.3
	Strongly agree	1085	13.6	13.6	95.0
	Do not know	400	5.0	5.0	100.0
	Total	7949	99.5	100.0	
Missing	System	39	.5		
Total		7988	100.0		

**A7 Some EPA managers prefer hiring employees that share their background or physical characteristics.\***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	1341	16.8	16.9	16.9
	Agree	1847	23.1	23.2	40.1
	Neither agree nor disagree	1878	23.5	23.6	63.7
	Disagree	1384	17.3	17.4	81.1
	Strongly disagree	503	6.3	6.3	87.4
	9	999	12.5	12.6	100.0
	Total	7952	99.5	100.0	
Missing	System	36	.5		
Total		7988	100.0		

\*Negatively worded item – *Disagree* and *Strongly disagree* are positive responses.

**A8 EPA employees speak up when they observe unacceptable behavior in the workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	563	7.0	7.1	7.1
	Disagree	1698	21.3	21.4	28.5
	Neither agree nor disagree	2067	25.9	26.0	54.5
	Agree	2360	29.5	29.7	84.2
	Strongly agree	587	7.3	7.4	91.6
	Do not know	670	8.4	8.4	100.0
	Total	7945	99.5	100.0	
Missing	System	43	.5		
Total		7988	100.0		

**A9 EPA sometimes tolerates unfair treatment in the workplace.\***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	1154	14.4	14.5	14.5
	Agree	2766	34.6	34.7	49.2
	Neither agree nor disagree	1553	19.4	19.5	68.7
	Disagree	1444	18.1	18.1	86.9
	Strongly disagree	384	4.8	4.8	91.7
	9	663	8.3	8.3	100.0
	Total	7964	99.7	100.0	
Missing	System	24	.3		
Total		7988	100.0		

\*Negatively worded item – *Disagree* and *Strongly disagree* are positive responses.

**A10 I would receive impartial support from EPA if I filed a job discrimination complaint.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	654	8.2	8.2	8.2
	Disagree	1334	16.7	16.8	25.0
	Neither agree nor disagree	2171	27.2	27.3	52.3
	Agree	1554	19.5	19.5	71.8
	Strongly agree	430	5.4	5.4	77.2
	Do not know	1815	22.7	22.8	100.0
	Total	7958	99.6	100.0	
Missing	System	30	.4		
Total		7988	100.0		

**A11 I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	668	8.4	8.4	8.4
	Disagree	1360	17.0	17.1	25.5
	Neither agree nor disagree	1069	13.4	13.4	38.9
	Agree	3252	40.7	40.8	79.7
	Strongly agree	1478	18.5	18.6	98.3
	Do not know	135	1.7	1.7	100.0
	Total	7962	99.7	100.0	
Missing	System	26	.3		
Total		7988	100.0		

**A12 I feel there will be negative consequences for me if I report unfair treatment at work.\***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	961	12.0	12.1	12.1
	Agree	1569	19.6	19.7	31.8
	Neither agree nor disagree	1718	21.5	21.6	53.3
	Disagree	2342	29.3	29.4	82.8
	Strongly disagree	728	9.1	9.1	91.9
	Do not know	645	8.1	8.1	100.0
	Total	7963	99.7	100.0	
Missing	System	25	.3		
Total		7988	100.0		

\*Negatively worded item – *Disagree* and *Strongly disagree* are positive responses.

**A13a I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	504	6.3	6.3	6.3
	Disagree	1159	14.5	14.6	20.9
	Neither agree nor disagree	2135	26.7	26.8	47.7
	Agree	3492	43.7	43.9	91.6
	Strongly agree	671	8.4	8.4	100.0
	Total	7961	99.7	100.0	
Missing	System	27	.3		
Total		7988	100.0		

**A13b I trust EPA to: Respond promptly to allegations of illegal discrimination.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	452	5.7	5.7	5.7
	Disagree	995	12.5	12.5	18.2
	Neither agree nor disagree	2205	27.6	27.8	46.0
	Agree	3463	43.4	43.6	89.6
	Strongly agree	830	10.4	10.4	100.0
	Total	7945	99.5	100.0	
Missing	System	43	.5		
Total		7988	100.0		

**A13c I trust EPA to: Treat employees with respect when they file a discrimination complaint.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	523	6.5	6.6	6.6
	Disagree	972	12.2	12.2	18.8
	Neither agree nor disagree	2392	29.9	30.1	48.9
	Agree	3287	41.1	41.4	90.3
	Strongly agree	767	9.6	9.7	100.0
	Total	7941	99.4	100.0	
Missing	System	47	.6		
Total		7988	100.0		



**A14a I trust EPA to be fair to all employees when: Providing access to professional training.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	331	4.1	4.2	4.2
	Disagree	983	12.3	12.3	16.5
	Neither agree nor disagree	1122	14.0	14.1	30.6
	Agree	4289	53.7	53.8	84.4
	Strongly agree	1240	15.5	15.6	100.0
	Total	7965	99.7	100.0	
Missing	System	23	.3		
Total		7988	100.0		

**A14b I trust EPA to be fair to all employees when: Conducting performance appraisals.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	658	8.2	8.3	8.3
	Disagree	1335	16.7	16.8	25.0
	Neither agree nor disagree	1415	17.7	17.8	42.8
	Agree	3611	45.2	45.4	88.2
	Strongly agree	939	11.8	11.8	100.0
	Total	7958	99.6	100.0	
Missing	System	30	.4		
Total		7988	100.0		

**A14c I trust EPA to be fair to all employees when: Deciding on promotions.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1120	14.0	14.1	14.1
	Disagree	1840	23.0	23.2	37.3
	Neither agree nor disagree	1712	21.4	21.5	58.8
	Agree	2542	31.8	32.0	90.8
	Strongly agree	731	9.2	9.2	100.0
	Total	7945	99.5	100.0	
Missing	System	43	.5		
Total		7988	100.0		

**A14d I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	875	11.0	11.0	11.0
	Disagree	1581	19.8	19.9	30.9
	Neither agree nor disagree	1545	19.3	19.4	50.3
	Agree	3112	39.0	39.2	89.5
	Strongly agree	834	10.4	10.5	100.0
	Total	7947	99.5	100.0	
Missing	System	41	.5		
Total		7988	100.0		

**A14e I trust EPA to be fair to all employees when: Handling discrimination complaints.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	519	6.5	6.5	6.5
	Disagree	926	11.6	11.7	18.2
	Neither agree nor disagree	2666	33.4	33.6	51.8
	Agree	2994	37.5	37.7	89.6
	Strongly agree	827	10.4	10.4	100.0
	Total	7932	99.3	100.0	
Missing	System	56	.7		
Total		7988	100.0		

**A14f I trust EPA to be fair to all employees when: Providing access to career development opportunities.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	596	7.5	7.5	7.5
	Disagree	1201	15.0	15.1	22.6
	Neither agree nor disagree	1584	19.8	19.9	42.6
	Agree	3576	44.8	45.0	87.6
	Strongly agree	983	12.3	12.4	100.0
	Total	7940	99.4	100.0	
Missing	System	48	.6		
Total		7988	100.0		

**A14g I trust EPA to be fair to all employees when: Handling recruitment.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	642	8.0	8.1	8.1
	Disagree	1075	13.5	13.5	21.6
	Neither agree nor disagree	2204	27.6	27.7	49.3
	Agree	3181	39.8	40.0	89.4
	Strongly agree	845	10.6	10.6	100.0
	Total	7947	99.5	100.0	
Missing	System	41	.5		
Total		7988	100.0		

**B1 During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, national origin, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1116	14.0	14.0	14.0
	No	6081	76.1	76.4	90.4
	Not sure	766	9.6	9.6	100.0
	Total	7963	99.7	100.0	
Missing	System	25	.3		
Total		7988	100.0		

**B2\_1 Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months: Hiring**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	1017	12.7	91.1	91.1
	Hiring	99	1.2	8.9	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B2\_2 Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months: Promotion**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	545	6.8	48.8	48.8
	Promotion	571	7.1	51.2	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		

Total	7988	100.0
-------	------	-------

---



---

**B2\_3 Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months: Job training**

---



---

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	885	11.1	79.3	79.3
	Job training	231	2.9	20.7	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

---



---



---



---

**B2\_4 Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months: Career Development**

---



---

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	615	7.7	55.1	55.1
	Career development	501	6.3	44.9	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

---



---



---



---

**B2\_5 Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months: Compensation**

---



---

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	861	10.8	77.2	77.2
	Compensation	255	3.2	22.8	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

---



---



---



---

**B2\_6 Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months: Performance Evaluation**

---



---

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	562	7.0	50.4	50.4
	Performance evaluations	554	6.9	49.6	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

---



---

**B2\_7 Which of the following issues apply to your employment discrimination experience at EPA during the past 12 months: Other**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	878	11.0	78.7	78.7
	Other	238	3.0	21.3	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_1 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Race**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	644	8.1	57.7	57.7
	Race	472	5.9	42.3	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_2 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Color**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	912	11.4	81.7	81.7
	Color	204	2.6	18.3	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_3 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	720	9.0	64.5	64.5
	Gender	396	5.0	35.5	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_4 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	637	8.0	57.1	57.1
	Age	479	6.0	42.9	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_5 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Disability**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	989	12.4	88.6	88.6
	Disability	127	1.6	11.4	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_6 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Religion**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	1081	13.5	96.9	96.9
	Religion	35	.4	3.1	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_7 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Sexual orientation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	1059	13.3	94.9	94.9
	Sexual orientation	57	.7	5.1	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_8 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Parental status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	1012	12.7	90.7	90.7
	Parental status	104	1.3	9.3	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_9 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Reprisal**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	750	9.4	67.2	67.2
	Reprisal	366	4.6	32.8	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B3\_10 Which of the following bases of discrimination do you believe you experienced at EPA during the past 12 months: Sexual harassment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	blank	1077	13.5	96.5	96.5
	Sexual harassment	39	.5	3.5	100.0
	Total	1116	14.0	100.0	
Missing	valid missing/skip	6872	86.0		
Total		7988	100.0		

**B4 Did you file a formal discrimination complaint with EPA's Office of Civil Rights during the past 12 months?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	47	.6	4.3	4.3
	2	1055	13.2	95.7	100.0
	Total	1102	13.8	100.0	
Missing	99	6872	86.0		
	System	14	.2		
	Total	6886	86.2		
Total		7988	100.0		

**B5 Did the complaint result in a finding of discrimination, was it settled, was it withdrawn, or is it still being processed?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Resulted in a finding of discrimination	<i>n</i> < 10	—	—	—
	Was settled	<i>n</i> < 10	—	—	—
	Was withdrawn	<i>n</i> < 10	—	—	—
	Still being processed	29	.4	65.9	100.0
	Total	44	.6	100.0	
Missing	valid missing/skip	7941	99.4		
	System	3	.0		
	Total	7944	99.4		
Total		7988	100.0		

Note: Data are not reported when there were fewer than 10 respondents.

**B6 Regardless of the outcome of your complaint, how satisfied or dissatisfied were you with how EPA handled the complaint?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	11	.1	61.1	61.1
	Dissatisfied	<i>n</i> < 10	—	—	—
	Neither dissatisfied nor satisfied	<i>n</i> < 10	—	—	100.0
	Total	18	.2	100.0	
Missing	valid missing/skip	7970	99.8		
Total		7988	100.0		

Note: Data are not reported when there were fewer than 10 respondents.

**B7 So far, how satisfied or dissatisfied are you with the discrimination complaint process?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	17	.2	58.6	58.6
	Dissatisfied	<i>n</i> < 10	—	—	—
	Neither dissatisfied nor satisfied	<i>n</i> < 10	—	—	—
	Satisfied	<i>n</i> < 10	—	—	100.0
	Total	29	.4	100.0	
Missing	valid missing/skip	7959	99.6		
Total		7988	100.0		



**B8 What is the current status of the discrimination issue you experienced during the past 12 months?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	It has been taken care of to my satisfaction	76	1.0	7.5	7.5
	It is still a problem but the situation has improved	170	2.1	16.7	24.2
	The situation is currently about the same	654	8.2	64.4	88.7
	The situation is worse	115	1.4	11.3	100.0
	Total	1015	12.7	100.0	
Missing	valid missing/skip	6933	86.8		
	System	40	.5		
	Total	6973	87.3		
Total		7988	100.0		

**B9 If the discrimination issue doesn't improve, do you think you will file a formal discrimination complaint?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	553	6.9	100.0	100.0
Missing	99	7435	93.1		
Total		7988	100.0		

**B10a I am worried about what might happen to me if I file a complaint.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	382	4.8	80.3	80.3
	No	94	1.2	19.7	100.0
	Total	476	6.0	100.0	
Missing	99	7219	90.4		
	System	293	3.7		
	Total	7512	94.0		
Total		7988	100.0		

**B10b I am worried about what might happen to someone else if I file a complaint.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	103	1.3	23.5	23.5
	No	335	4.2	76.5	100.0
	Total	438	5.5	100.0	
Missing	99	7219	90.4		
	System	331	4.1		
	Total	7550	94.5		
Total		7988	100.0		

**B10c I do not think filing a complaint will make a difference in my situation.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	513	6.4	97.2	97.2
	No	15	.2	2.8	100.0
	Total	528	6.6	100.0	
Missing	99	7219	90.4		
	System	241	3.0		
	Total	7460	93.4		
Total		7988	100.0		

**B10d I'm not sure how to file a complaint.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	95	1.2	22.7	22.7
	No	323	4.0	77.3	100.0
	Total	418	5.2	100.0	
Missing	99	7219	90.4		
	System	351	4.4		
	Total	7570	94.8		
Total		7988	100.0		

**B10e Other reason.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	137	1.7	40.7	40.7
	No	200	2.5	59.3	100.0
	Total	337	4.2	100.0	
Missing	99	7219	90.4		
	System	432	5.4		
	Total	7651	95.8		
Total		7988	100.0		

**B11 Did you talk to an Equal Employment official or a union official about your situation?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	74	.9	9.9	9.9
	No	676	8.5	90.1	100.0
	Total	750	9.4	100.0	
Missing	99	7222	90.4		
	System	16	.2		
	Total	7238	90.6		
Total		7988	100.0		

**B12a I was worried about what might happen to me if I asked about the situation.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	255	3.2	42.0	42.0
	No	352	4.4	58.0	100.0
	Total	607	7.6	100.0	
Missing	99	7312	91.5		
	System	69	.9		
	Total	7381	92.4		
Total		7988	100.0		

**B12b I was worried about what might happen to someone else if I asked about the situation.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	112	1.4	18.6	18.6
	No	490	6.1	81.4	100.0
	Total	602	7.5	100.0	
Missing	99	7312	91.5		
	System	74	.9		
	Total	7386	92.5		
Total		7988	100.0		

**B12c I didn't think talking to someone about it would make a difference in my situation.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	537	6.7	83.4	83.4
	No	107	1.3	16.6	100.0
	Total	644	8.1	100.0	
Missing	99	7312	91.5		
	System	32	.4		
	Total	7344	91.9		
Total		7988	100.0		

**B12d I didn't know how the complaint process worked.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	211	2.6	35.1	35.1
	No	390	4.9	64.9	100.0
	Total	601	7.5	100.0	
Missing	99	7312	91.5		
	System	75	.9		
	Total	7387	92.5		
Total		7988	100.0		

**B13 Do you know of any employee (not including yourself) that you believe was discriminated against at EPA during the past 12 months because of race, color, national origin, sex, age, religion, disability, sexual Orientation, or parental status or was subject to reprisals or sexual harassment?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1821	22.8	23.2	23.2
	No	6038	75.6	76.8	100.0
	Total	7859	98.4	100.0	
Missing	System	129	1.6		
Total		7988	100.0		

**C1 How familiar are you with: EPA's Office of Civil Rights website?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I have visited this website more than once during the past 12 months.	654	8.2	8.3	8.3
	I have visited this website only once during the past 12 months.	1021	12.8	13.0	21.3
	I know about this website but have not visited it during the past 12 months.	3540	44.3	45.1	66.4
	I know nothing at all about this website.	2641	33.1	33.6	100.0
	Total	7856	98.3	100.0	
Missing	System	132	1.7		
Total		7988	100.0		

**C2 How familiar are you with: EPA's Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodations and (2) Title VII (internal complaint process)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I have completed both ... during the past 12 months	1139	14.3	14.8	14.8
	I have completed only one of the two OCR Intranet Civil Rights Training Modules during the past 12 months.	796	10.0	10.3	25.1
	I know about at least one .... but have not tried to complete one during the past 12 months.	2125	26.6	27.6	52.7
	I know nothing at all about either of the OCR Intranet civil rights training modules.	3638	45.5	47.3	100.0
	Total	7698	96.4	100.0	
Missing	System	290	3.6		
Total		7988	100.0		

**C3 How familiar are you with: EPA's 2007 Equal Employment Opportunity (EEO) Policy (issued on June 14, 2007).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very familiar	686	8.6	8.8	8.8
	Somewhat familiar	2609	32.7	33.4	42.2
	I have heard about it, but I am not familiar with it	2908	36.4	37.3	79.5
	I know nothing at all about it	1600	20.0	20.5	100.0
	Total	7803	97.7	100.0	
Missing	System	185	2.3		
Total		7988	100.0		

**C4 How familiar are you with: EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I have used EPA's Order and Procedures to request, or process a request, for reasonable accommodation during the past 12 months.	366	4.6	4.7	4.7
	I am somewhat familiar with EPA's Reasonable Accommodation Order and Procedures.	2979	37.3	38.1	42.8
	I have heard about EPA's Reasonable Accommodation Order and Procedures, but I am not familiar with them.	2953	37.0	37.8	80.6
	I know nothing at all about EPA's Reasonable Accommodation Order and Procedures.	1512	18.9	19.4	100.0
	Total	7810	97.8	100.0	
Missing	System	178	2.2		
Total		7988	100.0		

**C5 Regardless of the outcome, were you treated fairly during the Reasonable Accommodation process?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	279	3.5	84.8	84.8
	No	50	.6	15.2	100.0
	Total	329	4.1	100.0	
Missing	99	7622	95.4		
	System	37	.5		
	Total	7659	95.9		
Total		7988	100.0		

**C6 Have you ever received training, either on-line or in-person, on the Reasonable Accommodation Order and Procedures?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	282	3.5	70.3	70.3
	No	119	1.5	29.7	100.0
	Total	401	5.0	100.0	
Missing	99	7444	93.2		
	System	143	1.8		
	Total	7587	95.0		
Total		7988	100.0		

**C7 Do you know the name of EPA's National Reasonable Accommodation Coordinator, and how to contact this person?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I know both the person's name and how to contact this person.	678	8.5	10.7	10.7
	Yes, I know the person's name but not the contact information for this person.	73	.9	1.2	11.9
	Yes, I know how to contact this person, but I do not know the person's name.	1241	15.5	19.7	31.6
	No, I do not know the name of this person or how to contact this person.	4316	54.0	68.4	100.0
	Total	6308	79.0	100.0	
Missing	valid missing/skip	1512	18.9		
	System	168	2.1		
	Total	1680	21.0		
Total		7988	100.0		

**C8 Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I know both the person's name and how to contact this person.	1705	21.3	27.1	27.1
	Yes, I know the person's name but not the contact information for this person.	105	1.3	1.7	28.7
	Yes, I know how to contact this person, but I do not know this person's name.	1077	13.5	17.1	45.8
	No, I do not know the name of this person or how to contact this person.	3415	42.8	54.2	100.0
	Total	6302	78.9	100.0	
Missing	valid missing/skip	1512	18.9		
	System	174	2.2		
	Total	1686	21.1		
Total		7988	100.0		

**C9 Have you ever requested and received information from either the National or local Reasonable Accommodation Coordinator?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I requested information and I received it	846	10.6	13.4	13.4
	Yes, I requested information, but I did not receive it.	40	.5	.6	14.1
	No, I did not request information.	5411	67.7	85.9	100.0
	Total	6297	78.8	100.0	
Missing	valid missing/skip	1512	18.9		
	System	179	2.2		
	Total	1691	21.2		
Total		7988	100.0		

**C10 Was the information you received from the Reasonable Accommodation Coordinator helpful to you?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	785	9.8	93.0	93.0
	No	59	.7	7.0	100.0
	Total	844	10.6	100.0	
Missing	valid missing/skip	7142	89.4		
	System	2	.0		
	Total	7144	89.4		
Total		7988	100.0		



**D1a Martin Luther King Observance (January).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2083	26.1	27.4	27.4
	No	5509	69.0	72.6	100.0
	Total	7592	95.0	100.0	
Missing	System	396	5.0		
Total		7988	100.0		

**D1b Black History Month (February).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2204	27.6	29.1	29.1
	No	5380	67.4	70.9	100.0
	Total	7584	94.9	100.0	
Missing	System	404	5.1		
Total		7988	100.0		

**D1c Women's History Month (March).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1596	20.0	21.3	21.3
	No	5894	73.8	78.7	100.0
	Total	7490	93.8	100.0	
Missing	System	498	6.2		
Total		7988	100.0		

**D1d Take Your Sons and Daughters To Work Day (April).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	825	10.3	11.2	11.2
	No	6571	82.3	88.8	100.0
	Total	7396	92.6	100.0	
Missing	System	592	7.4		
Total		7988	100.0		

**D1e Administrative Professionals Week (April).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2259	28.3	30.2	30.2
	No	5231	65.5	69.8	100.0
	Total	7490	93.8	100.0	
Missing	System	498	6.2		
Total		7988	100.0		

**D1f Asian American / Pacific Islander Heritage Month (May).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1673	20.9	22.4	22.4
	No	5804	72.7	77.6	100.0
	Total	7477	93.6	100.0	
Missing	System	511	6.4		
Total		7988	100.0		

**D1g Older Americans Month (May).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	690	8.6	9.4	9.4
	No	6676	83.6	90.6	100.0
	Total	7366	92.2	100.0	
Missing	System	622	7.8		
Total		7988	100.0		

**D1h Gay and Lesbian Pride Month (June).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	798	10.0	10.9	10.9
	No	6550	82.0	89.1	100.0
	Total	7348	92.0	100.0	
Missing	System	640	8.0		
Total		7988	100.0		

**D1i Hispanic Heritage Month (mid-September – mid-October).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1653	20.7	22.3	22.3
	No	5764	72.2	77.7	100.0
	Total	7417	92.9	100.0	
Missing	System	571	7.1		
Total		7988	100.0		

**D1j Disability Employment Awareness Month (October).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	884	11.1	12.0	12.0
	No	6462	80.9	88.0	100.0
	Total	7346	92.0	100.0	
Missing	System	642	8.0		
Total		7988	100.0		

**D1k American Indian / Alaskan Native Heritage Month (November).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1388	17.4	18.7	18.7
	No	6023	75.4	81.3	100.0
	Total	7411	92.8	100.0	
Missing	System	577	7.2		
Total		7988	100.0		

**D2a The event(s) highlighted the contributions of various cultures, ethnicities, or groups.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	114	1.4	2.6	2.6
	Rarely	144	1.8	3.3	5.9
	Sometimes	713	8.9	16.2	22.0
	Usually	1953	24.4	44.3	66.3
	Always	1484	18.6	33.7	100.0
	Total	4408	55.2	100.0	
Missing	valid missing/skip	3323	41.6		
	System	257	3.2		
	Total	3580	44.8		
Total		7988	100.0		

**D2b The event(s) raised employees' awareness of the benefits of equal employment opportunity.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	275	3.4	6.3	6.3
	Rarely	517	6.5	11.8	18.1
	Sometimes	1233	15.4	28.1	46.2
	Usually	1483	18.6	33.8	80.0
	Always	875	11.0	20.0	100.0
	Total	4383	54.9	100.0	
Missing	valid missing/skip	3323	41.6		
	System	282	3.5		
	Total	3605	45.1		
Total		7988	100.0		

**D2c The event(s) promoted acceptance of differences within the workforce.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	199	2.5	4.6	4.6
	Rarely	295	3.7	6.7	11.3
	Sometimes	966	12.1	22.1	33.4
	Usually	1700	21.3	38.9	72.3
	Always	1213	15.2	27.7	100.0
	Total	4373	54.7	100.0	
Missing	valid missing/skip	3323	41.6		
	System	292	3.7		
	Total	3615	45.3		
Total		7988	100.0		

**D2d The event speakers focused on topics relevant to affirmative employment.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	272	3.4	6.3	6.3
	Rarely	473	5.9	10.9	17.2
	Sometimes	1382	17.3	31.9	49.0
	Usually	1480	18.5	34.1	83.1
	Always	731	9.2	16.9	100.0
	Total	4338	54.3	100.0	
Missing	valid missing/skip	3323	41.6		
	System	327	4.1		
	Total	3650	45.7		
Total		7988	100.0		

D3 During the past 24 months, did you serve as a collateral Special Emphasis Diversity Program Manager?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	192	2.4	4.3	4.3
	No	4324	54.1	95.7	100.0
	Total	4516	56.5	100.0	
Missing	99	3323	41.6		
	System	149	1.9		
	Total	3472	43.5		
Total		7988	100.0		

## **Appendix E**

### **Item-Level Results for EPA Regions**

Note: These results are based on responses from individuals identified in administrative data as being regional office employees.



SECTION A: ORGANIZATIONAL CULTURE		REGION									
Item Text	Response Option	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
		(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
A1 EPA provides employees with information about their civil rights in the workplace.	Strongly disagree	2.6%	3.3%	4.0%	3.8%	3.7%	4.3%	2.3%	2.5%	2.7%	1.7%
	Disagree	9.1%	10.7%	10.5%	15.9%	9.5%	11.8%	12.8%	9.8%	8.3%	14.1%
	Neither agree nor disagree	13.3%	13.1%	12.3%	18.6%	18.1%	16.7%	14.5%	22.4%	12.6%	19.6%
	Agree	54.2%	51.9%	51.1%	40.9%	53.5%	48.2%	50.7%	46.0%	55.9%	48.7%
	Strongly agree	17.5%	18.8%	20.9%	19.1%	13.6%	16.3%	18.0%	17.5%	17.6%	13.5%
	Do not know	3.2%	2.2%	1.2%	1.7%	1.5%	2.8%	1.7%	1.8%	2.9%	2.3%
A2 EPA educates employees about unacceptable behavior in the workplace.	Strongly disagree	3.6%	3.9%	4.6%	5.1%	4.5%	4.3%	3.5%	4.0%	2.0%	6.0%
	Disagree	11.7%	11.4%	10.4%	17.1%	15.8%	17.0%	15.9%	12.9%	13.1%	17.5%
	Neither agree nor disagree	18.2%	10.1%	10.6%	16.9%	16.3%	10.5%	10.1%	16.9%	13.1%	18.1%
	Agree	49.5%	50.9%	51.8%	41.9%	47.1%	51.5%	48.1%	48.5%	52.5%	45.1%
	Strongly agree	15.3%	22.6%	21.4%	17.5%	15.6%	15.4%	21.7%	16.3%	16.7%	12.1%
	Do not know	1.6%	1.1%	1.2%	1.5%	.8%	1.2%	.6%	1.5%	2.7%	1.1%
A3 EPA instructs employees on how to report unacceptable behavior in the workplace.	Strongly disagree	3.2%	4.6%	6.6%	6.4%	5.6%	5.5%	5.2%	5.2%	2.9%	7.5%
	Disagree	14.3%	15.8%	16.1%	24.6%	19.5%	23.5%	18.3%	17.5%	17.2%	23.4%
	Neither agree nor disagree	20.5%	13.4%	13.9%	19.3%	20.4%	15.6%	15.4%	21.2%	15.1%	22.3%
	Agree	46.8%	46.5%	46.2%	36.4%	42.1%	41.8%	43.8%	44.0%	48.5%	36.4%
	Strongly agree	12.0%	17.1%	15.3%	11.2%	11.0%	11.6%	16.2%	10.5%	13.3%	8.7%
	Do not know	3.2%	2.6%	1.8%	2.1%	1.3%	2.0%	1.2%	1.5%	2.9%	1.7%
A4 EPA is committed to having a diverse workforce.	Strongly disagree	1.3%	5.5%	3.0%	5.5%	6.0%	5.7%	5.2%	3.4%	3.8%	4.9%
	Disagree	5.8%	7.7%	5.0%	8.3%	6.9%	7.6%	9.9%	7.7%	8.1%	10.1%
	Neither agree nor disagree	15.3%	12.5%	11.2%	18.5%	19.3%	13.1%	8.7%	14.5%	9.2%	16.5%
	Agree	41.6%	38.5%	41.4%	34.6%	40.1%	38.6%	39.4%	39.4%	41.4%	41.9%
	Strongly agree	35.1%	32.3%	37.3%	31.4%	26.0%	33.7%	35.7%	33.2%	35.1%	25.1%
	Do not know	1.0%	3.5%	2.2%	1.7%	1.7%	1.4%	1.2%	1.8%	2.3%	1.4%
A5 EPA employees treat one another with respect.	Strongly disagree	1.0%	3.3%	2.6%	4.7%	3.7%	4.3%	4.6%	3.4%	1.8%	2.3%
	Disagree	8.2%	9.5%	6.6%	10.0%	12.0%	12.4%	10.4%	8.0%	8.8%	7.5%
	Neither agree nor disagree	11.4%	13.4%	10.6%	16.6%	15.9%	14.6%	15.4%	15.7%	10.1%	10.9%
	Agree	57.8%	52.3%	60.8%	52.4%	53.2%	55.8%	55.4%	54.0%	53.6%	58.3%
	Strongly agree	21.2%	21.1%	19.4%	16.1%	14.2%	13.0%	13.9%	18.8%	25.5%	20.7%
	Do not know	.3%	.4%	.0%	.2%	.9%	.0%	.3%	.0%	.2%	.3%
A6 EPA tries to remove barriers to advancement opportunities for employees.	Strongly disagree	4.9%	9.3%	7.4%	13.6%	10.9%	8.1%	8.4%	7.4%	6.3%	7.5%
	Disagree	18.1%	20.5%	17.8%	21.1%	21.2%	21.3%	21.2%	15.7%	11.3%	15.0%
	Neither agree nor disagree	26.6%	23.8%	21.2%	21.1%	24.2%	18.5%	19.4%	24.7%	23.6%	27.4%
	Agree	31.9%	27.4%	35.7%	27.7%	28.8%	36.8%	30.4%	36.4%	34.5%	33.1%
	Strongly agree	13.5%	12.6%	15.2%	12.3%	9.7%	12.2%	15.1%	11.1%	16.9%	12.7%
	Do not know	4.9%	6.4%	2.8%	4.3%	5.2%	3.0%	5.5%	4.6%	7.4%	4.3%



SECTION A: ORGANIZATIONAL CULTURE		REGION									
Item Text	Response Option	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
		(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
A7 Some EPA managers prefer hiring employees that share their background or physical characteristics.  <b>Note:</b> Negatively worded item – <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	9.6%	15.6%	14.2%	25.2%	14.4%	25.6%	16.2%	17.2%	15.8%	15.9%
	Agree	22.2%	18.1%	25.1%	26.5%	26.2%	27.4%	22.9%	23.1%	22.7%	19.3%
	Neither agree nor disagree	27.5%	29.1%	25.0%	21.6%	24.9%	19.5%	27.8%	28.3%	23.4%	25.4%
	Disagree	22.2%	18.7%	15.8%	12.3%	17.0%	14.8%	17.1%	15.4%	15.8%	23.3%
	Strongly disagree	6.0%	6.6%	6.4%	5.9%	6.6%	5.5%	4.6%	3.1%	6.5%	4.6%
	Do not know	12.6%	11.9%	13.6%	8.5%	10.9%	7.1%	11.3%	12.9%	15.8%	11.5%
A8 EPA employees speak up when they observe unacceptable behavior in the workplace.	Strongly disagree	3.3%	4.9%	5.2%	12.1%	5.8%	9.1%	5.8%	5.9%	5.4%	5.5%
	Disagree	14.9%	21.2%	23.0%	25.5%	21.0%	26.2%	25.0%	22.6%	17.4%	18.4%
	Neither agree nor disagree	38.1%	23.2%	24.8%	26.1%	30.4%	25.4%	21.2%	27.2%	24.8%	24.7%
	Agree	28.1%	33.8%	32.7%	22.7%	30.2%	27.6%	32.8%	30.0%	32.7%	36.5%
	Strongly agree	6.0%	10.4%	6.6%	6.8%	7.5%	8.1%	5.5%	5.6%	8.6%	6.6%
	Do not know	9.6%	6.6%	7.8%	6.8%	5.1%	3.5%	9.6%	8.7%	11.1%	8.3%
A9 EPA sometimes tolerates unfair treatment in the workplace.  <b>Note:</b> Negatively worded item - <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	8.5%	14.7%	12.9%	20.3%	16.3%	19.4%	13.7%	16.0%	10.6%	9.8%
	Agree	32.5%	34.1%	35.8%	37.3%	38.7%	36.9%	40.1%	33.2%	36.3%	35.4%
	Neither agree nor disagree	28.2%	16.9%	19.7%	18.9%	22.6%	20.0%	18.3%	17.5%	18.7%	23.3%
	Disagree	18.7%	21.1%	18.7%	14.4%	13.8%	14.9%	17.4%	16.9%	17.2%	20.7%
	Strongly disagree	7.2%	5.5%	5.0%	4.0%	3.2%	4.3%	2.9%	4.3%	4.1%	3.2%
	Do not know	4.9%	7.7%	8.0%	5.1%	5.4%	4.5%	7.6%	12.0%	13.1%	7.5%
A10 I would receive impartial support from EPA if I filed a job discrimination complaint.	Strongly disagree	5.6%	9.1%	9.3%	14.0%	8.4%	10.2%	7.5%	9.8%	5.9%	7.5%
	Disagree	16.8%	14.1%	17.3%	19.4%	17.8%	17.1%	21.2%	17.8%	15.1%	18.2%
	Neither agree nor disagree	30.9%	30.5%	26.4%	25.3%	30.0%	30.3%	24.9%	28.0%	24.8%	24.8%
	Agree	19.7%	21.4%	20.1%	17.0%	18.4%	18.7%	19.7%	18.2%	24.8%	20.7%
	Strongly agree	4.9%	3.8%	4.4%	5.7%	5.2%	6.1%	6.4%	4.0%	5.2%	2.9%
	Do not know	22.0%	21.2%	22.5%	18.5%	20.2%	17.5%	20.3%	22.2%	24.2%	25.9%
A11 I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	Strongly disagree	4.6%	7.9%	7.0%	15.6%	8.2%	9.8%	7.8%	8.9%	5.7%	6.3%
	Disagree	16.0%	17.4%	19.4%	17.1%	15.9%	18.6%	16.2%	15.0%	18.1%	14.7%
	Neither agree nor disagree	12.1%	10.3%	12.8%	14.6%	15.7%	13.1%	16.5%	15.0%	11.5%	14.1%
	Agree	47.7%	46.8%	41.1%	35.9%	40.8%	40.0%	40.3%	40.8%	44.6%	44.8%
	Strongly agree	18.6%	16.3%	18.0%	15.2%	17.4%	16.7%	15.9%	19.0%	18.3%	19.8%
	Do not know	1.0%	1.3%	1.8%	1.5%	1.9%	1.8%	3.2%	1.2%	1.8%	.3%
A12 I feel there will be negative consequences for me if I report unfair treatment at work.  <b>Note:</b> Negatively worded item - <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	7.6%	12.3%	9.8%	17.2%	10.3%	15.4%	14.8%	12.6%	9.2%	10.6%
	Agree	17.8%	18.5%	20.8%	23.3%	21.8%	19.9%	19.2%	16.0%	21.8%	16.7%
	Neither agree nor disagree	25.3%	18.5%	23.0%	21.8%	22.0%	24.4%	23.8%	26.8%	22.3%	21.8%
	Disagree	34.5%	35.8%	27.9%	20.3%	31.1%	26.0%	25.9%	28.9%	30.6%	34.8%
	Strongly disagree	7.6%	6.2%	10.0%	8.7%	8.1%	8.7%	7.3%	7.1%	9.0%	8.0%
	Do not know	7.2%	8.8%	8.6%	8.7%	6.8%	5.5%	9.0%	8.6%	7.0%	8.0%

SECTION A: ORGANIZATIONAL CULTURE		REGION									
Item Text	Response Option	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
		(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
A13a I trust EPA to: Consistently enforce EPA’s equal employment opportunity policies.	Strongly disagree	2.9%	6.8%	6.2%	10.9%	7.7%	8.1%	7.8%	7.4%	3.8%	4.9%
	Disagree	11.7%	11.4%	12.7%	19.4%	17.6%	24.1%	17.1%	12.0%	11.1%	12.6%
	Neither agree nor disagree	23.5%	24.3%	24.5%	28.6%	28.3%	23.9%	25.8%	28.3%	25.7%	31.9%
	Agree	54.1%	50.1%	48.7%	33.5%	40.4%	36.7%	42.9%	42.5%	49.9%	42.2%
	Strongly agree	7.8%	7.4%	8.0%	7.7%	6.0%	7.1%	6.4%	9.8%	9.5%	8.3%
A13b I trust EPA to: Respond promptly to allegations of illegal discrimination.	Strongly disagree	2.6%	6.8%	5.0%	10.5%	7.0%	7.9%	4.7%	5.2%	3.8%	4.9%
	Disagree	8.5%	11.4%	10.2%	15.6%	17.3%	18.3%	10.2%	11.0%	8.3%	10.7%
	Neither agree nor disagree	23.9%	24.5%	25.1%	30.6%	28.4%	26.1%	25.4%	29.4%	26.1%	30.3%
	Agree	54.1%	47.7%	48.7%	33.6%	39.5%	38.9%	50.1%	41.7%	48.0%	43.5%
	Strongly agree	10.8%	9.6%	11.0%	9.6%	7.9%	8.8%	9.6%	12.6%	13.7%	10.7%
A13c I trust EPA to: Treat employees with respect when they file a discrimination complaint.	Strongly disagree	3.0%	6.8%	5.2%	12.2%	7.9%	9.1%	6.7%	7.1%	4.5%	5.2%
	Disagree	10.9%	8.8%	11.2%	14.8%	13.5%	14.4%	14.5%	12.6%	11.1%	12.4%
	Neither agree nor disagree	24.1%	29.1%	30.3%	31.3%	32.5%	32.0%	26.2%	31.4%	25.1%	32.3%
	Agree	51.5%	46.8%	43.6%	31.9%	38.3%	36.9%	44.2%	38.8%	46.8%	41.5%
	Strongly agree	10.6%	8.5%	9.8%	9.9%	7.7%	7.5%	8.4%	10.2%	12.4%	8.6%
A14a I trust EPA to be fair to all employees when: Providing access to professional training.	Strongly disagree	2.6%	6.8%	3.0%	5.1%	5.6%	5.9%	3.8%	5.2%	2.9%	2.6%
	Disagree	14.6%	11.1%	12.9%	15.2%	15.3%	14.4%	13.9%	12.3%	7.9%	11.2%
	Neither agree nor disagree	15.6%	13.8%	13.1%	15.2%	14.2%	16.0%	13.3%	14.8%	13.5%	16.7%
	Agree	55.8%	54.1%	55.8%	49.9%	52.3%	49.5%	54.5%	55.2%	58.1%	53.6%
	Strongly agree	11.4%	14.2%	15.1%	14.6%	12.5%	14.2%	14.5%	12.3%	17.6%	15.9%
A14b I trust EPA to be fair to all employees when: Conducting performance appraisals.	Strongly disagree	4.6%	8.6%	6.0%	10.6%	9.3%	9.7%	7.0%	12.9%	5.4%	6.6%
	Disagree	15.0%	19.3%	16.1%	20.1%	16.8%	13.4%	16.1%	18.2%	15.1%	14.4%
	Neither agree nor disagree	21.5%	14.9%	16.7%	17.4%	19.4%	17.4%	17.8%	17.5%	17.8%	21.3%
	Agree	49.2%	45.7%	48.8%	40.5%	44.5%	46.0%	49.7%	43.7%	49.2%	47.4%
	Strongly agree	9.8%	11.4%	12.4%	11.4%	9.9%	13.4%	9.4%	7.7%	12.4%	10.3%
A14c I trust EPA to be fair to all employees when: Deciding on promotions.	Strongly disagree	9.2%	17.2%	13.8%	21.1%	14.5%	16.9%	15.1%	15.0%	9.5%	11.8%
	Disagree	23.6%	23.2%	25.5%	25.6%	27.1%	22.2%	24.9%	23.3%	20.5%	19.6%
	Neither agree nor disagree	25.2%	21.2%	21.4%	17.3%	23.3%	20.9%	21.7%	23.3%	25.9%	28.0%
	Agree	33.8%	28.0%	29.9%	27.3%	29.1%	30.9%	31.9%	29.4%	34.7%	32.0%
	Strongly agree	8.2%	10.4%	9.4%	8.7%	6.0%	9.1%	6.4%	8.9%	9.5%	8.6%
A14d I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	Strongly disagree	7.2%	11.0%	10.0%	15.9%	11.3%	12.6%	14.2%	12.9%	7.7%	6.6%
	Disagree	17.6%	22.9%	20.0%	24.6%	22.0%	16.8%	22.9%	20.9%	16.6%	17.3%
	Neither agree nor disagree	23.2%	19.6%	21.2%	18.3%	24.4%	17.8%	21.2%	18.1%	20.9%	23.3%
	Agree	42.5%	35.5%	38.7%	30.6%	35.3%	43.4%	35.9%	38.3%	41.6%	42.9%
	Strongly agree	9.5%	11.0%	10.2%	10.6%	7.1%	9.3%	5.8%	9.8%	13.2%	9.8%

SECTION A: ORGANIZATIONAL CULTURE		REGION									
Item Text	Response Option	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
A14e I trust EPA to be fair to all employees when: Handling discrimination complaints.	Strongly disagree	4.3%	8.1%	5.6%	11.8%	8.3%	8.6%	4.9%	6.5%	4.8%	6.0%
	Disagree	9.8%	8.1%	11.6%	14.3%	12.2%	16.7%	11.9%	8.6%	8.2%	10.6%
	Neither agree nor disagree	31.5%	32.6%	31.3%	33.5%	38.0%	32.8%	32.5%	36.9%	33.1%	36.8%
	Agree	44.6%	41.2%	39.5%	31.6%	33.1%	34.4%	42.0%	36.6%	42.4%	37.4%
	Strongly agree	9.8%	9.9%	12.0%	8.8%	8.3%	7.5%	8.7%	11.4%	11.6%	9.2%
A14f I trust EPA to be fair to all employees when: Providing access to career development opportunities.	Strongly disagree	6.9%	10.1%	6.8%	10.0%	10.9%	7.7%	8.2%	8.4%	4.5%	6.9%
	Disagree	17.0%	17.1%	16.6%	18.7%	15.7%	18.9%	14.6%	13.4%	9.3%	13.3%
	Neither agree nor disagree	21.0%	22.1%	20.6%	22.5%	23.4%	18.5%	19.0%	22.4%	21.5%	24.5%
	Agree	44.9%	39.5%	44.3%	38.0%	41.2%	43.7%	47.8%	45.7%	52.5%	42.7%
	Strongly agree	10.2%	11.2%	11.8%	10.8%	8.8%	11.2%	10.5%	10.2%	12.2%	12.7%
A14g I trust EPA to be fair to all employees when: Handling recruitment.	Strongly disagree	5.9%	7.9%	6.2%	12.3%	10.4%	9.6%	11.1%	9.2%	5.2%	5.5%
	Disagree	10.2%	12.2%	11.4%	19.3%	16.6%	16.1%	16.3%	10.1%	9.0%	13.8%
	Neither agree nor disagree	31.1%	29.7%	26.8%	28.0%	29.8%	28.9%	24.8%	29.8%	28.2%	31.1%
	Agree	43.6%	38.2%	44.0%	32.3%	37.9%	34.8%	39.4%	39.6%	45.4%	39.2%
	Strongly agree	9.2%	12.0%	11.6%	8.1%	5.5%	10.6%	8.5%	11.3%	12.2%	10.4%

## Notes on Section B Findings

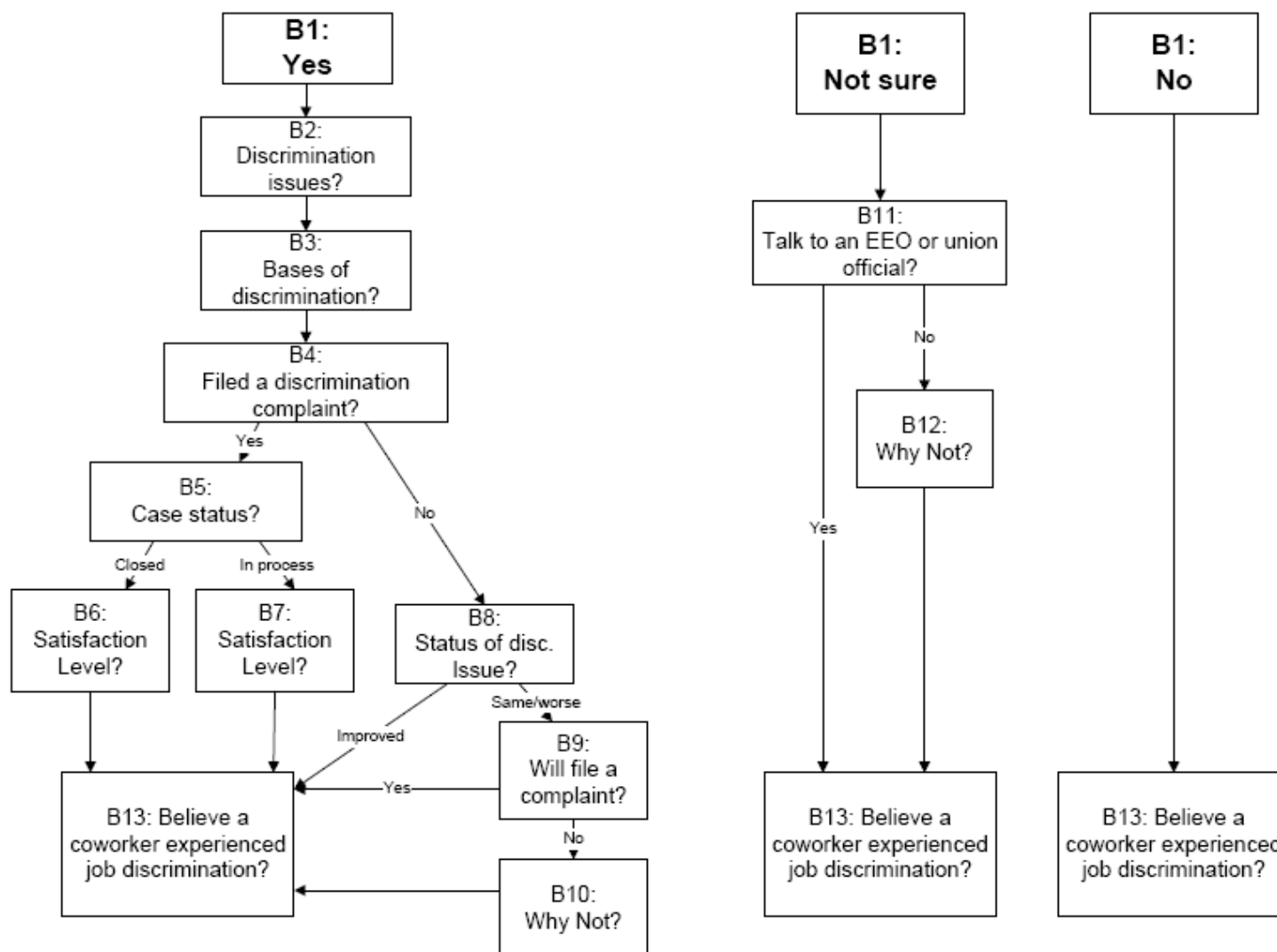
Because Section B had complex skip patterns, the chart on the next page was included to help readers interpret Section B results correctly.

Also, the findings are not broken out by Region or by AAship because many of the Section B table cells for individual regions and AAships had fewer than 10 respondents. Even some table cells for all regional offices combined and all AAship offices combined had fewer than 10 respondents. Data are not reported for items or subitems with fewer than 10 respondents in order to protect respondent confidentiality.

(This page intentionally left blank)

# Alternative Paths Through Section B for Respondents, Depending on Answers

B1: During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, national origin, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment? (Yes, Not sure, No)



(This page intentionally left blank)

SECTION B: Possible Personal Experience With On-the-Job Discrimination		Region	AAShip	Lab
Item Text	Response Option	(N = 4,235)	(N = 3,047)	(N = 700)
B1. During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, national origin, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment?	Yes	13.3% (n = 563)	15.8% (n = 480)	10.3% (n = 72)
	No (Go to QB13)	76.6%	75.2%	79.9%
	Not sure (Go to QB11)	10.0% (n = 423)	9.0% (n = 27)	9.7% (n = 68)
B2. Which of the following issues apply to your employment discrimination experience at the EPA during the past 12 months: (percentage checking the item)	Hiring	9.6%	8.5%	5.6%
	Promotion	50.3%	51.7%	54.2%
	Job training	20.8%	20.6%	20.8%
	Career development	44.0%	44.2%	55.6%
	Compensation	22.7%	22.3%	26.4%
	Performance evaluations	46.7%	52.9%	50.0%
	Other	24.0%	18.5%	19.4%
B3. Which of the following bases of discrimination do you believe you experienced at the EPA during the past 12 months: (percentage checking the item)	Race	41.9%	44.2%	31.9%
	Color	17.6%	19.4%	16.7%
	Gender	37.7%	32.9%	36.1%
	Age	41.9%	43.8%	44.4%
	Disability	11.5%	11.9%	6.9%
	Religion	3.4%	2.9%	1.4%
	Sexual orientation	4.6%	5.6%	5.6%
	Parental status	9.4%	9.0%	11.1%
	Reprisal	32.3%	32.7%	37.5%
	Sexual harassment	3.6%	3.5%	2.8%
B4. Did you file a formal discrimination complaint with EPA's Office of Civil Rights during the past 12 months?	Yes	4.5% (n = 25)	4.7% (n = 22)	0% (n = 0)
	No (Go to B8)	95.5%	95.3%	100.0%
B5. Did the complaint result in a finding of discrimination, was it settled, was it withdrawn, or is it still being processed?	Resulted in a finding of discrimination	n < 10	n < 10	N/A
	Was settled	n < 10	n < 10	N/A
	Was withdrawn	n < 10	n < 10	N/A
	Still being processed (Go to B7)	72.7%	59.1%	N/A
B6. Regardless of the outcome of your complaint, how satisfied or dissatisfied were you with how EPA handled the complaint?	Very dissatisfied	n < 10	n < 10	N/A
	Dissatisfied	n < 10	n < 10	N/A
	Neither dissatisfied nor satisfied	n < 10	n < 10	N/A
	Satisfied	n < 10	n < 10	N/A
	Very Satisfied	n < 10	n < 10	N/A
B7. So far, how satisfied or dissatisfied are you with the discrimination complaint process?	Very dissatisfied	68.8%	n < 10	N/A
	Dissatisfied	n < 10	n < 10	N/A
	Neither dissatisfied nor satisfied	n < 10	n < 10	N/A
	Satisfied	n < 10	n < 10	N/A
	Very Satisfied	n < 10	n < 10	N/A



SECTION B: Possible Personal Experience with On-the-Job Discrimination		Region	AAShip	Lab
Item Text	Response Option	(N = 4,235)	(N = 3,047)	(N = 700)
B8. What is the current status of the discrimination issue you experienced during the past 12 months?	It has been taken care of to my satisfaction ( <i>Go to B13</i> )	7.9%	7.0%	7.2%
	It is still a problem but the situation has improved ( <i>Go to B13</i> )	17.8%	17.1%	7.2%
	The situation is currently about the same	63.8%	63.6%	73.9%
	The situation is worse	10.4%	12.4%	11.6%
B9. If the discrimination issue doesn't improve, do you think you will file a formal discrimination complaint?	Yes	0.0%	0.0%	0.0%
	No	100.0%	100.0%	100.0%
B10. Why aren't you likely to file a formal discrimination complaint if the discrimination issue doesn't improve? ( <i>percentage responding yes to each response option</i> )	I am worried about what might happen to me if I file a complaint.	80.0%	79.6%	84.6%
	I am worried about what might happen to someone else if I file a complaint.	21.9%	25.7%	24.2%
	I do not think filing a complaint will make a difference in my situation.	97.0%	97.7%	95.0%
	I'm not sure how to file a complaint	18.2%	28.6%	25.8%
	Other reason	36.7%	48.1%	29.2%
B11. Did you talk to an Equal Employment official or a union official about your situation?	Yes ( <i>Go to B13</i> )	12.3%	5.6%	11.8%
	No	87.7%	94.4%	88.2%
B12. Why didn't you talk to an Equal Employment official or a union official about your situation? ( <i>percentage responding yes each response option</i> )	I was worried about what might happen to me if I asked about the situation.	42.4%	40.4%	46.3%
	I was worried about what might happen to someone else if I asked about the situation.	19.7%	17.0%	18.9%
	I didn't think talking to someone about it would make a difference in my situation.	83.7%	81.4%	89.8%
	I didn't know how the complaint process worked.	16.3%	37.3%	42.3%
B13. Do you know of any employee (not including yourself) that you believe was discriminated against at EPA during the past 12 months because of race, color, national origin, sex, age, religion, disability, sexual orientation, or parental status or was subject to reprisals or sexual harassment?	Yes	32.4%	22.7%	18.1%
	No	67.6%	77.3%	81.9%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		REGION									
Item Text	Response Option	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
		(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
C1 How familiar are you with: EPA’s Office of Civil Rights website?	I have visited this website more than once during the past 12 months.	6.7%	7.1%	7.1%	8.8%	7.1%	8.3%	7.3%	6.2%	4.1%	6.7%
	I have visited this website only once during the past 12 months.	8.0%	10.2%	11.9%	10.8%	10.7%	15.7%	13.4%	9.3%	12.3%	9.7%
	I know about this website but have not visited it during the past 12 months.	50.7%	46.5%	45.2%	46.3%	43.3%	44.1%	49.0%	42.7%	43.4%	43.7%
	I know nothing at all about this website	34.7%	36.3%	35.9%	34.1%	38.9%	31.9%	30.3%	41.7%	40.2%	39.9%
C2 How familiar are you with: EPA’s Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodations and (2) Title VII (internal complaint process)	I have completed both the Reasonable Accommodation and the Title VII OCR Intranet civil rights training module during the past 12 months.	13.4%	13.6%	20.2%	11.1%	15.6%	21.5%	14.8%	11.3%	8.5%	13.0%
	I have completed only one of the two OCR Intranet civil rights training modules during the past 12 months.	9.3%	5.5%	10.0%	7.3%	6.5%	10.7%	13.0%	9.4%	10.4%	9.3%
	I know about at least one of the OCR Intranet civil rights training modules but have not tried to complete one during the past 12 months.	32.1%	29.1%	22.2%	30.2%	25.6%	25.9%	27.8%	23.8%	30.5%	27.4%
	I know nothing at all about either of the OCR Intranet civil rights training modules.	45.2%	51.8%	47.6%	51.3%	52.3%	41.9%	44.4%	55.5%	50.6%	50.3%
C3 How familiar are you with: EPA’s 2007 Equal Employment Opportunity (EEO) Policy (issued on June 14, 2007).	I am very familiar with EPA’s 2007 EEO Policy.	9.5%	10.9%	11.4%	10.4%	8.4%	10.0%	9.9%	9.4%	6.4%	7.9%
	I am somewhat familiar with EPA’s 2007 EEO Policy.	34.6%	32.6%	35.9%	31.8%	30.5%	38.3%	38.9%	30.9%	30.9%	31.4%
	I have heard about EPA’s 2007 EEO Poicy, but I am not familiar with it.	37.3%	40.4%	38.2%	36.6%	39.9%	31.8%	34.2%	32.8%	42.3%	41.6%
	I know nothing at all about EPA’s 2007 EEO Policy.	18.6%	16.1%	14.5%	21.2%	21.1%	19.9%	17.0%	26.9%	20.4%	19.1%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		REGION									
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
		(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
C4 How familiar are you with: EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities?	I have visited this website more than once during the past 12 months.	4.7%	5.6%	4.9%	2.8%	8.0%	3.5%	5.8%	4.0%	4.6%	6.2%
	I have visited this website only once during the past 12 months.	46.3%	37.6%	40.2%	35.1%	35.4%	43.8%	40.2%	37.4%	40.6%	37.6%
	I know about this website but have not visited it during the past 12 months.	33.4%	36.9%	39.4%	36.9%	42.9%	34.2%	36.7%	35.8%	40.6%	39.6%
	I know nothing at all about this website	15.5%	20.0%	15.4%	25.2%	13.6%	18.5%	17.2%	22.7%	14.2%	16.6%
C5 Regardless of the outcome, were you treated fairly during the Reasonable Accommodation process?	Yes	83.3%	100.0%	90.5%	81.8%	90.0%	81.3%	80.0%	72.7%	94.1%	61.1%
	No	16.7%	.0%	9.5%	18.2%	10.0%	18.8%	20.0%	27.3%	5.9%	38.9%
C6 Have you ever received training, either on-line or in-person, on the Reasonable Accommodation Order and Procedures?	Yes	78.6%	75.9%	66.7%	66.7%	73.9%	83.3%	70.0%	66.7%	75.0%	48.0%
	No	21.4%	24.1%	33.3%	33.3%	26.1%	16.7%	30.0%	33.3%	25.0%	52.0%
C7 Do you know the name of EPA's National Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	9.9%	14.1%	6.0%	6.0%	13.0%	8.2%	8.5%	9.7%	6.9%	14.3%
	Yes, I know the person's name but not the contact information for this person.	2.0%	1.7%	1.2%	.3%	2.2%	.8%	1.1%	1.6%	.8%	.7%
	Yes, I know how to contact this person, but I do not know the person's name.	23.7%	18.6%	21.3%	18.7%	16.5%	22.8%	25.2%	14.9%	21.5%	17.5%
	No, I do not know the name of this person or how to contact this person.	64.4%	65.7%	71.5%	75.0%	68.3%	68.3%	65.2%	73.8%	70.7%	67.5%
C8 Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	31.7%	31.9%	25.2%	20.7%	36.6%	33.8%	47.2%	29.1%	60.3%	38.8%
	Yes, I know the person's name but not the contact information for this person.	2.4%	1.9%	1.0%	1.1%	2.6%	2.0%	1.8%	2.0%	3.7%	.7%
	Yes, I know how to contact this person, but I do not know the person's name.	20.2%	16.4%	17.0%	16.1%	14.5%	14.1%	13.8%	15.8%	17.6%	12.5%
	No, I do not know the name of this person or how to contact this person.	45.6%	49.7%	56.8%	62.1%	46.3%	50.1%	37.2%	53.0%	18.4%	48.0%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		REGION									
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
Item Text	Response Option	(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
C9 Have you ever requested and received information from either the National or local Reasonable Accommodation Coordinator?	Yes, I requested information and I received it	14.7%	14.2%	11.2%	9.8%	19.0%	12.6%	18.1%	13.5%	19.9%	16.7%
	Yes, I requested information, but I did not receive it	.8%	.3%	.5%	.9%	1.1%	.8%	.7%	.8%	.0%	.0%
	No, I did not request information	84.5%	85.6%	88.3%	89.3%	79.9%	86.6%	81.1%	85.7%	80.1%	83.3%
C10 Was the information you received from the Reasonable Accommodation Coordinator helpful to you?	Yes	97.3%	92.2%	97.9%	94.1%	93.0%	89.6%	94.1%	100.0%	93.3%	91.5%
	No	2.7%	7.8%	2.1%	5.9%	7.0%	10.4%	5.9%	.0%	6.7%	8.5%

(This page intentionally left blank)

SECTION D: SPECIAL EMPHASIS AND DIVERSITY PROGRAMS		REGION									
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
Item Text	Response Option	(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
D1.a. Martin Luther King Observance (January).	Yes	31.8%	21.4%	28.6%	33.7%	30.7%	25.9%	22.5%	28.4%	44.2%	16.3%
	No	68.2%	78.6%	71.4%	66.3%	69.3%	74.1%	77.5%	71.6%	55.8%	83.7%
D1b. Black History Month (February).	Yes	25.4%	24.3%	38.9%	30.7%	28.4%	39.9%	25.4%	36.1%	43.9%	20.6%
	No	74.6%	75.7%	61.1%	69.3%	71.6%	60.1%	74.6%	63.9%	56.1%	79.4%
D1c. Women’s History Month (March).	Yes	28.8%	21.4%	33.0%	22.4%	20.0%	27.6%	18.8%	26.4%	38.3%	6.9%
	No	71.2%	78.6%	67.0%	77.6%	80.0%	72.4%	81.2%	73.6%	61.7%	93.1%
D1d. Take Your Sons and Daughters To Work Day (April).	Yes	34.1%	13.4%	13.8%	11.9%	13.1%	10.6%	8.6%	9.9%	9.7%	10.9%
	No	65.9%	86.6%	86.2%	88.1%	86.9%	89.4%	91.4%	90.1%	90.3%	89.1%
D1e. Administrative Professionals Week (April).	Yes	28.4%	24.4%	35.9%	36.1%	19.5%	38.8%	44.9%	30.3%	47.1%	37.0%
	No	71.6%	75.6%	64.1%	63.9%	80.5%	61.2%	55.1%	69.7%	52.9%	63.0%
D1f. Asian American / Pacific Islander Heritage Month (May).	Yes	18.7%	11.3%	36.8%	10.9%	28.0%	39.4%	28.8%	30.7%	44.1%	6.5%
	No	81.3%	88.7%	63.2%	89.1%	72.0%	60.6%	71.2%	69.3%	55.9%	93.5%
D1g. Older Americans Month (May).	Yes	6.4%	6.2%	6.9%	11.2%	7.1%	13.0%	7.2%	2.4%	16.7%	1.9%
	No	93.6%	93.8%	93.1%	88.8%	92.9%	87.0%	92.8%	97.6%	83.3%	98.1%
D1h. Gay and Lesbian Pride Month (June).	Yes	12.7%	3.7%	22.1%	4.5%	9.5%	4.5%	7.3%	21.5%	40.7%	16.2%
	No	87.3%	96.3%	77.9%	95.5%	90.5%	95.5%	92.7%	78.5%	59.3%	83.8%
D1i. Hispanic Heritage Month (mid-September – mid-October).	Yes	17.4%	22.4%	38.4%	17.0%	20.0%	41.6%	23.8%	24.6%	39.9%	4.4%
	No	82.6%	77.6%	61.6%	83.0%	80.0%	58.4%	76.2%	75.4%	60.1%	95.6%
D1j. Disability Employment Awareness Month (October).	Yes	15.0%	3.5%	15.4%	10.4%	11.6%	17.2%	14.8%	8.7%	28.5%	5.6%
	No	85.0%	96.5%	84.6%	89.6%	88.4%	82.8%	85.2%	91.3%	71.5%	94.4%
D1k. American Indian / Alaskan Native Heritage Month (November).	Yes	16.3%	12.4%	21.7%	11.2%	18.2%	24.6%	15.7%	26.6%	38.0%	10.4%
	No	83.7%	87.6%	78.3%	88.8%	81.8%	75.4%	84.3%	73.4%	62.0%	89.6%
D2a. The event(s) highlighted the contributions of various cultures, ethnicities, or groups.	Never	2.2%	4.6%	2.3%	1.5%	1.7%	.9%	3.3%	.5%	1.8%	3.1%
	Rarely	3.8%	3.2%	.9%	3.1%	5.5%	3.1%	3.8%	1.5%	.6%	6.1%
	Sometimes	15.8%	21.1%	13.4%	23.2%	16.6%	15.5%	17.1%	11.3%	13.6%	21.5%
	Usually	45.4%	40.4%	44.3%	40.2%	48.6%	39.3%	48.6%	52.5%	48.1%	42.9%
	Always	32.8%	30.7%	39.1%	32.0%	27.6%	41.2%	27.1%	34.3%	36.0%	26.4%
D2b. The event(s) raised employees’ awareness of the benefits of equal employment opportunity.	Never	3.2%	10.1%	4.1%	5.8%	8.7%	7.2%	9.5%	6.5%	3.9%	6.2%
	Rarely	9.2%	18.9%	8.7%	11.2%	14.6%	12.1%	17.1%	12.9%	7.8%	9.9%
	Sometimes	32.4%	26.7%	24.2%	31.4%	28.1%	23.7%	24.6%	28.4%	30.7%	28.6%
	Usually	36.8%	26.7%	38.5%	34.9%	33.0%	36.8%	30.3%	36.3%	33.4%	35.4%
	Always	18.4%	17.5%	24.5%	16.7%	15.6%	20.2%	18.5%	15.9%	24.2%	19.9%

SECTION D: SPECIAL EMPHASIS AND DIVERSITY PROGRAMS		REGION									
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
Item Text	Response Option	(N = 308)	(N = 459)	(N = 503)	(N = 474)	(N = 535)	(N = 493)	(N = 345)	(N = 326)	(N = 444)	(N = 348)
D2c. The event(s) promoted acceptance of differences within the workforce.	Never	2.2%	8.8%	3.5%	3.5%	5.3%	5.3%	8.2%	3.5%	2.4%	6.3%
	Rarely	7.1%	6.9%	4.1%	7.4%	10.9%	6.5%	7.2%	4.5%	3.3%	9.4%
	Sometimes	21.2%	25.5%	18.1%	29.1%	26.7%	17.1%	21.2%	20.3%	18.0%	17.5%
	Usually	41.8%	33.3%	43.3%	34.9%	35.1%	41.9%	39.9%	46.0%	41.9%	36.9%
	Always	27.7%	25.5%	31.0%	25.2%	22.1%	29.2%	23.6%	25.7%	34.4%	30.0%
D2d. The event speakers focused on topics relevant to affirmative employment.	Never	3.9%	12.2%	4.7%	3.9%	6.7%	8.6%	9.2%	4.5%	3.3%	8.2%
	Rarely	12.8%	11.7%	7.6%	9.0%	16.5%	8.3%	13.5%	13.6%	9.6%	10.7%
	Sometimes	28.9%	33.8%	32.4%	35.9%	34.0%	29.1%	30.0%	35.2%	34.2%	27.0%
	Usually	38.9%	28.2%	36.2%	34.4%	29.1%	34.5%	33.8%	35.2%	36.6%	34.0%
	Always	15.6%	14.1%	19.1%	16.8%	13.7%	19.5%	13.5%	11.6%	16.2%	20.1%
D3. During the past 24 months, did you serve as a collateral Special Emphasis Diversity Program Manager?	Yes	3.2%	7.2%	3.4%	1.1%	5.4%	3.4%	5.4%	9.2%	3.6%	5.6%
	No	96.8%	92.8%	96.6%	98.9%	94.6%	96.6%	94.6%	90.8%	96.4%	94.4%

## Appendix F

### Item-Level Results for EPA AAships

Note: These results are based on responses from individuals identified in administrative data as being headquarters employees. Any survey respondents who self-reported they work at lab sites were removed from the AAship administrative data.





SECTION A: ORGANIZATIONAL CULTURE		AAShip												
Item Text	Response Option	OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
		(N = 210)	(N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
A1 EPA provides employees with information about their civil rights in the workplace.	Strongly disagree	4.3%	3.1%	4.5%	4.6%	5.6%	5.2%	5.2%	1.3%	8.0%	6.0%	2.9%	4.4%	4.8%
	Disagree	10.5%	14.2%	12.5%	11.3%	14.4%	19.8%	17.0%	12.8%	16.0%	12.5%	9.9%	9.7%	13.2%
	Neither agree nor disagree	21.4%	14.2%	15.3%	14.2%	16.7%	16.3%	19.0%	19.2%	28.0%	19.2%	13.5%	17.3%	12.7%
	Agree	44.3%	49.4%	45.7%	51.7%	45.0%	40.5%	44.4%	50.0%	36.0%	45.4%	51.2%	52.7%	44.4%
	Strongly agree	17.6%	13.6%	19.5%	15.3%	15.6%	11.9%	11.8%	15.4%	12.0%	13.0%	18.4%	12.8%	22.8%
	Do not know	1.9%	5.6%	2.6%	2.9%	2.8%	6.3%	2.6%	1.3%	.0%	3.9%	4.0%	3.1%	2.1%
A2 EPA educates employees about unacceptable behavior in the workplace.	Strongly disagree	4.8%	2.5%	6.1%	6.6%	6.1%	10.3%	4.6%	3.8%	12.0%	6.1%	3.4%	7.1%	3.7%
	Disagree	21.4%	17.3%	17.6%	15.9%	21.1%	21.8%	22.4%	19.2%	12.0%	20.1%	15.1%	19.5%	18.0%
	Neither agree nor disagree	20.5%	9.3%	16.9%	16.2%	17.2%	13.9%	22.4%	23.1%	12.0%	17.7%	12.2%	12.4%	18.0%
	Agree	37.1%	50.6%	41.2%	45.4%	36.7%	40.5%	38.8%	44.9%	48.0%	42.6%	47.5%	48.2%	40.7%
	Strongly agree	13.3%	17.3%	15.3%	15.3%	15.0%	11.5%	8.6%	6.4%	16.0%	10.8%	19.4%	11.5%	16.9%
	Do not know	2.9%	3.1%	2.9%	.6%	3.9%	2.0%	3.3%	2.6%	.0%	2.6%	2.5%	1.3%	2.6%
A3 EPA instructs employees on how to report unacceptable behavior in the workplace.	Strongly disagree	8.1%	4.9%	6.4%	7.3%	8.9%	13.1%	4.6%	7.7%	4.0%	6.8%	4.9%	8.0%	6.3%
	Disagree	25.2%	19.8%	22.8%	18.3%	26.7%	24.2%	28.9%	25.6%	40.0%	22.9%	17.3%	20.9%	21.2%
	Neither agree nor disagree	25.2%	13.0%	17.3%	19.2%	14.4%	14.7%	23.0%	21.8%	12.0%	22.9%	18.9%	24.0%	21.7%
	Agree	29.0%	48.8%	36.2%	39.2%	33.3%	36.5%	32.2%	33.3%	36.0%	37.0%	42.5%	37.8%	33.9%
	Strongly agree	8.6%	10.5%	12.5%	13.1%	12.8%	7.9%	7.2%	9.0%	4.0%	7.6%	12.4%	6.7%	12.7%
	Do not know	3.8%	3.1%	4.8%	2.9%	3.9%	3.6%	3.9%	2.6%	4.0%	2.8%	4.0%	2.7%	4.2%
A4 EPA is committed to having a diverse workforce.	Strongly disagree	3.8%	3.7%	4.5%	4.6%	4.4%	6.0%	4.7%	2.6%	8.0%	5.8%	4.0%	3.5%	5.3%
	Disagree	7.6%	4.9%	8.0%	9.8%	10.6%	9.1%	5.3%	5.1%	8.0%	6.7%	8.3%	5.8%	9.5%
	Neither agree nor disagree	13.3%	11.7%	15.4%	15.6%	11.7%	20.6%	17.3%	16.7%	12.0%	16.2%	15.5%	14.6%	18.5%
	Agree	40.0%	44.4%	39.1%	42.5%	41.7%	32.9%	34.7%	39.7%	28.0%	38.7%	38.7%	40.3%	36.5%
	Strongly agree	34.8%	30.9%	31.4%	26.9%	28.9%	27.8%	36.0%	29.5%	36.0%	30.5%	31.2%	35.0%	29.6%
	Do not know	.5%	4.3%	1.6%	.6%	2.8%	3.6%	2.0%	6.4%	8.0%	2.2%	2.2%	.9%	.5%
A5 EPA employees treat one another with respect.	Strongly disagree	2.4%	2.5%	2.9%	3.2%	6.1%	4.7%	3.9%	2.6%	.0%	3.9%	2.7%	4.0%	3.7%
	Disagree	8.1%	10.6%	10.9%	9.3%	13.4%	15.7%	7.8%	5.1%	12.0%	11.3%	9.9%	5.3%	9.5%
	Neither agree nor disagree	11.9%	7.5%	16.7%	11.7%	21.2%	12.6%	22.2%	11.5%	8.0%	17.8%	15.7%	9.3%	13.2%
	Agree	51.9%	59.0%	51.4%	50.1%	42.5%	50.8%	51.6%	64.1%	60.0%	49.7%	52.1%	58.7%	49.7%
	Strongly agree	25.7%	19.9%	17.0%	25.1%	16.2%	15.4%	14.4%	15.4%	20.0%	16.3%	18.9%	21.8%	23.3%
	Do not know	.0%	.6%	1.0%	.6%	.6%	.8%	.0%	1.3%	.0%	1.1%	.7%	.9%	.5%
A6 EPA tries to remove barriers to advancement opportunities for employees.	Strongly disagree	7.6%	5.6%	6.4%	8.8%	9.5%	10.2%	8.6%	2.6%	12.0%	10.8%	7.2%	7.1%	7.9%
	Disagree	17.1%	10.0%	15.7%	16.7%	23.5%	21.7%	19.9%	11.5%	20.0%	15.4%	17.1%	9.8%	14.3%
	Neither agree nor disagree	22.9%	21.3%	24.0%	21.3%	18.4%	22.8%	20.5%	25.6%	32.0%	21.9%	19.8%	18.8%	22.2%
	Agree	32.4%	36.3%	36.1%	33.3%	34.6%	26.0%	34.4%	42.3%	28.0%	30.5%	35.4%	44.6%	32.3%
	Strongly agree	15.7%	11.9%	15.3%	14.9%	8.4%	13.0%	13.2%	9.0%	4.0%	15.8%	15.1%	12.5%	19.0%
	Do not know	4.3%	15.0%	2.6%	5.0%	5.6%	6.3%	3.3%	9.0%	4.0%	5.6%	5.4%	7.1%	4.2%

SECTION A: ORGANIZATIONAL CULTURE		AAShip												
		OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
Item Text	Response Option	(N = 210)	( N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
A7 Some EPA managers prefer hiring employees that share their background or physical characteristics.  <b>Note:</b> Negatively worded item – <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	13.9%	17.4%	16.0%	18.0%	24.0%	18.1%	14.4%	9.0%	24.0%	22.6%	13.7%	12.0%	14.4%
	Agree	21.2%	26.1%	25.9%	19.2%	19.0%	27.6%	27.5%	21.8%	16.0%	25.2%	17.6%	21.3%	27.1%
	Neither agree nor disagree	28.8%	17.4%	21.7%	22.7%	24.0%	18.5%	30.1%	21.8%	32.0%	17.6%	23.0%	26.7%	22.9%
	Disagree	12.5%	12.4%	13.7%	20.3%	15.6%	15.4%	15.7%	24.4%	20.0%	15.0%	20.7%	22.7%	17.0%
	Strongly disagree	9.6%	5.0%	8.9%	7.3%	7.3%	7.9%	4.6%	2.6%	.0%	6.7%	7.9%	4.4%	7.4%
	Do not know	13.9%	21.7%	13.7%	12.5%	10.1%	12.6%	7.8%	20.5%	8.0%	13.0%	17.1%	12.9%	11.2%
A8 EPA employees speak up when they observe unacceptable behavior in the workplace.	Strongly disagree	6.2%	3.7%	7.7%	9.3%	9.0%	9.8%	11.1%	5.2%	.0%	9.8%	6.1%	6.7%	10.6%
	Disagree	23.0%	20.5%	23.4%	19.5%	24.7%	22.4%	22.2%	14.3%	24.0%	22.3%	17.3%	20.0%	18.1%
	Neither agree nor disagree	23.4%	24.8%	24.0%	26.8%	29.2%	22.4%	26.8%	24.7%	16.0%	26.7%	27.5%	30.2%	22.3%
	Agree	31.1%	31.1%	27.2%	25.4%	21.9%	25.6%	30.1%	35.1%	28.0%	24.7%	31.3%	26.2%	31.9%
	Strongly agree	8.1%	2.5%	8.3%	8.5%	7.3%	9.1%	5.2%	3.9%	24.0%	6.9%	7.4%	7.6%	9.0%
	Do not know	8.1%	17.4%	9.3%	10.5%	7.9%	10.6%	4.6%	16.9%	8.0%	9.5%	10.4%	9.3%	8.0%
A9 EPA sometimes tolerates unfair treatment in the workplace  <b>Note:</b> Negatively worded item – <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	12.0%	13.0%	15.0%	15.4%	22.3%	20.9%	16.3%	5.1%	20.0%	16.9%	10.3%	11.5%	18.0%
	Agree	35.4%	34.0%	35.5%	27.9%	29.6%	33.1%	37.9%	34.6%	40.0%	35.9%	30.1%	33.2%	28.6%
	Neither agree nor disagree	19.6%	13.0%	16.6%	23.5%	15.1%	13.8%	20.9%	23.1%	20.0%	17.5%	21.8%	23.0%	16.4%
	Disagree	16.3%	19.8%	16.3%	20.1%	16.8%	18.5%	17.0%	19.2%	8.0%	17.1%	20.9%	20.8%	18.0%
	Strongly disagree	7.7%	3.7%	5.8%	4.4%	6.1%	5.5%	2.6%	2.6%	.0%	3.0%	6.7%	4.0%	9.5%
	Do not know	9.1%	16.7%	10.9%	8.7%	10.1%	8.3%	5.2%	15.4%	12.0%	9.5%	10.1%	7.5%	9.5%
A10 I would receive impartial support from EPA if I filed a job discrimination complaint.	Strongly disagree	8.1%	6.2%	8.0%	6.4%	8.9%	10.3%	6.5%	5.1%	12.0%	10.2%	6.1%	4.4%	9.6%
	Disagree	15.7%	9.9%	15.0%	13.6%	20.7%	15.8%	19.0%	16.7%	20.0%	16.7%	15.3%	18.2%	15.4%
	Neither agree nor disagree	25.2%	24.2%	31.9%	31.5%	24.6%	22.1%	26.8%	30.8%	32.0%	24.3%	27.9%	28.4%	21.8%
	Agree	19.5%	17.4%	15.3%	21.1%	18.4%	19.0%	19.0%	17.9%	24.0%	18.0%	21.1%	20.0%	19.1%
	Strongly agree	6.2%	5.6%	7.3%	5.2%	5.6%	6.7%	5.9%	1.3%	.0%	6.3%	4.9%	5.3%	10.1%
	Do not know	25.2%	36.6%	22.4%	22.3%	21.8%	26.1%	22.9%	28.2%	12.0%	24.5%	24.7%	23.6%	23.9%
A11 I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	Strongly disagree	8.6%	6.2%	7.3%	8.7%	12.8%	11.4%	8.5%	3.8%	.0%	11.7%	8.6%	8.0%	6.4%
	Disagree	14.8%	19.8%	19.8%	13.6%	17.3%	20.9%	20.3%	14.1%	40.0%	19.9%	15.1%	15.6%	14.9%
	Neither agree nor disagree	11.0%	11.1%	13.7%	11.9%	12.8%	16.1%	14.4%	7.7%	4.0%	13.0%	16.0%	15.6%	11.2%
	Agree	42.4%	40.7%	39.3%	44.3%	36.3%	26.0%	41.8%	46.2%	40.0%	38.7%	36.1%	39.6%	39.9%
	Strongly agree	21.4%	17.3%	17.6%	19.7%	20.7%	24.8%	13.1%	26.9%	16.0%	14.3%	21.7%	20.4%	26.1%
	Do not know	1.9%	4.9%	2.2%	1.7%	.0%	.8%	2.0%	1.3%	.0%	2.4%	2.5%	.9%	1.6%
A12 I feel there will be negative consequences for me if I report unfair treatment at work.  <b>Note:</b> Negatively worded item – <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	12.9%	12.3%	13.7%	11.8%	19.6%	15.4%	13.7%	9.0%	8.0%	13.4%	8.5%	10.2%	13.2%
	Agree	19.0%	19.8%	21.1%	17.6%	15.1%	24.1%	27.5%	7.7%	32.0%	20.1%	17.8%	19.9%	22.2%
	Neither agree nor disagree	20.0%	20.4%	22.4%	21.1%	24.6%	16.6%	14.4%	23.1%	24.0%	21.4%	23.1%	20.8%	13.8%
	Disagree	33.3%	27.8%	23.3%	33.2%	23.5%	24.9%	30.1%	39.7%	32.0%	24.7%	29.4%	31.4%	27.0%
	Strongly disagree	10.5%	4.9%	9.6%	9.5%	12.8%	10.3%	8.5%	10.3%	.0%	8.9%	12.4%	9.7%	15.9%
	Do not know	4.3%	14.8%	9.9%	6.6%	4.5%	8.7%	5.9%	10.3%	4.0%	11.5%	8.8%	8.0%	7.9%

SECTION A: ORGANIZATIONAL CULTURE		AAShip												
		OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
Item Text	Response Option	(N = 210)	(N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
A13a I trust EPA to: Consistently enforce EPA’s equal employment opportunity policies.	Strongly disagree	6.7%	3.7%	2.9%	6.1%	8.9%	9.4%	5.2%	5.3%	8.0%	8.4%	3.6%	4.9%	5.3%
	Disagree	14.3%	11.7%	15.1%	14.0%	16.8%	16.1%	12.4%	10.5%	20.0%	15.6%	14.4%	8.4%	15.5%
	Neither agree nor disagree	25.7%	27.8%	30.4%	28.3%	26.8%	28.7%	35.9%	34.2%	16.0%	27.7%	25.5%	32.3%	23.0%
	Agree	43.8%	49.4%	39.7%	43.4%	34.6%	38.2%	42.5%	47.4%	52.0%	38.7%	45.0%	48.2%	42.8%
	Strongly agree	9.5%	7.4%	11.9%	8.2%	12.8%	7.5%	3.9%	2.6%	4.0%	9.5%	11.5%	6.2%	13.4%
A13b I trust EPA to: Respond promptly to allegations of illegal discrimination.	Strongly disagree	7.2%	3.7%	4.5%	6.7%	6.1%	9.4%	4.6%	6.5%	8.0%	6.3%	3.4%	3.5%	5.9%
	Disagree	13.9%	11.1%	11.2%	11.6%	17.9%	12.9%	16.3%	6.5%	16.0%	15.0%	11.3%	8.8%	12.8%
	Neither agree nor disagree	28.2%	28.4%	28.1%	26.2%	21.8%	32.9%	30.1%	27.3%	28.0%	31.6%	32.1%	30.1%	25.5%
	Agree	39.2%	50.0%	43.1%	47.7%	39.7%	35.7%	41.8%	57.1%	44.0%	37.3%	41.9%	48.7%	41.5%
	Strongly agree	11.5%	6.8%	13.1%	7.8%	14.5%	9.0%	7.2%	2.6%	4.0%	9.8%	11.3%	8.8%	14.4%
A13c I trust EPA to: Treat employees with respect when they file a discrimination complaint.	Strongly disagree	7.6%	4.9%	5.5%	7.8%	7.3%	8.7%	5.2%	3.9%	8.0%	8.5%	5.0%	5.3%	4.8%
	Disagree	10.0%	6.8%	11.9%	11.6%	15.8%	13.8%	17.0%	7.8%	8.0%	13.0%	10.6%	7.6%	13.3%
	Neither agree nor disagree	32.9%	26.5%	30.3%	27.6%	28.8%	31.5%	32.7%	37.7%	40.0%	32.8%	32.4%	33.3%	27.1%
	Agree	38.1%	53.7%	38.7%	44.5%	33.9%	37.4%	37.3%	45.5%	40.0%	36.1%	41.4%	47.1%	38.8%
	Strongly agree	11.4%	8.0%	13.5%	8.4%	14.1%	8.7%	7.8%	5.2%	4.0%	9.6%	10.6%	6.7%	16.0%
A14a I trust EPA to be fair to all employees when: Providing access to professional training.	Strongly disagree	2.9%	2.5%	2.6%	3.8%	6.7%	5.1%	5.2%	1.3%	.0%	5.4%	2.7%	2.7%	4.8%
	Disagree	11.0%	8.8%	14.4%	9.0%	16.8%	13.8%	11.1%	7.8%	20.0%	16.5%	10.4%	7.1%	7.9%
	Neither agree nor disagree	11.0%	11.9%	13.4%	14.5%	14.5%	19.3%	15.7%	11.7%	.0%	14.3%	17.2%	9.3%	12.2%
	Agree	55.2%	63.1%	52.1%	53.2%	47.5%	49.6%	54.9%	63.6%	68.0%	48.2%	51.8%	60.4%	52.4%
	Strongly agree	20.0%	13.8%	17.6%	19.7%	14.5%	12.2%	13.1%	15.6%	12.0%	15.6%	17.9%	20.4%	22.8%
A14b I trust EPA to be fair to all employees when: Conducting performance appraisals.	Strongly disagree	9.5%	6.8%	5.1%	9.9%	13.4%	11.8%	9.2%	6.5%	4.0%	9.8%	6.8%	5.8%	10.6%
	Disagree	20.0%	16.7%	17.4%	16.3%	16.2%	20.9%	17.6%	14.3%	36.0%	20.0%	16.5%	15.5%	13.2%
	Neither agree nor disagree	13.3%	18.5%	18.6%	17.7%	15.6%	14.2%	19.6%	23.4%	12.0%	17.0%	20.4%	17.7%	16.4%
	Agree	42.9%	50.0%	41.2%	42.2%	44.7%	42.5%	43.8%	42.9%	36.0%	42.4%	42.5%	49.6%	46.0%
	Strongly agree	14.3%	8.0%	17.7%	14.0%	10.1%	10.6%	9.8%	13.0%	12.0%	10.9%	13.8%	11.5%	13.8%
A14c I trust EPA to be fair to all employees when: Deciding on promotions.	Strongly disagree	11.9%	10.5%	10.3%	16.0%	18.5%	16.6%	15.7%	6.5%	16.0%	16.8%	13.8%	11.9%	14.4%
	Disagree	23.8%	18.5%	25.1%	22.7%	21.9%	22.9%	21.6%	14.3%	36.0%	22.2%	20.8%	22.6%	21.9%
	Neither agree nor disagree	18.6%	25.3%	20.3%	18.6%	21.3%	22.5%	23.5%	20.8%	12.0%	18.5%	21.9%	20.8%	16.0%
	Agree	34.3%	38.3%	30.5%	31.4%	29.8%	30.8%	32.0%	45.5%	36.0%	32.9%	33.6%	36.3%	33.7%
	Strongly agree	11.4%	7.4%	13.8%	11.3%	8.4%	7.1%	7.2%	13.0%	.0%	9.6%	9.9%	8.4%	13.9%
A14d I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	Strongly disagree	9.1%	5.0%	9.6%	11.0%	16.2%	14.6%	10.5%	10.4%	12.0%	14.2%	10.2%	9.3%	12.8%
	Disagree	17.3%	16.8%	19.2%	19.5%	24.0%	22.4%	22.9%	14.3%	24.0%	21.4%	17.2%	16.4%	16.5%
	Neither agree nor disagree	20.2%	24.2%	20.4%	18.3%	15.1%	17.3%	15.7%	13.0%	24.0%	16.6%	20.0%	16.0%	14.9%
	Agree	41.3%	47.2%	37.1%	39.2%	34.6%	35.8%	43.1%	48.1%	32.0%	37.5%	41.0%	45.8%	39.9%
	Strongly agree	12.0%	6.8%	13.7%	11.9%	10.1%	9.8%	7.8%	14.3%	8.0%	10.5%	11.6%	12.4%	16.0%

SECTION A: ORGANIZATIONAL CULTURE		AAShip												
		OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
Item Text	Response Option	(N = 210)	( N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
A14e I trust EPA to be fair to all employees when: Handling discrimination complaints.	Strongly disagree	6.2%	3.1%	4.2%	7.3%	10.7%	8.3%	7.2%	3.9%	8.3%	7.8%	3.4%	5.8%	5.3%
	Disagree	14.8%	10.5%	12.5%	10.2%	11.8%	15.0%	14.4%	7.8%	12.5%	13.2%	11.2%	8.0%	13.8%
	Neither agree nor disagree	30.1%	31.5%	34.3%	33.7%	28.1%	35.0%	32.7%	36.4%	37.5%	37.7%	36.7%	33.8%	26.6%
	Agree	36.4%	45.7%	34.3%	37.2%	36.0%	31.9%	38.6%	44.2%	41.7%	31.5%	38.0%	43.1%	36.7%
	Strongly agree	12.4%	9.3%	14.7%	11.6%	13.5%	9.8%	7.2%	7.8%	.0%	9.8%	10.7%	9.3%	17.6%
A14f I trust EPA to be fair to all employees when: Providing access to career development opportunities.	Strongly disagree	5.2%	4.4%	6.8%	7.2%	12.4%	8.3%	9.2%	3.9%	8.0%	8.3%	6.6%	5.4%	5.3%
	Disagree	11.9%	10.0%	11.6%	15.4%	18.6%	18.1%	15.0%	13.0%	16.0%	18.1%	13.8%	8.9%	15.4%
	Neither agree nor disagree	17.1%	22.5%	21.2%	15.9%	18.6%	20.9%	21.6%	14.3%	28.0%	15.9%	20.6%	14.7%	17.0%
	Agree	51.4%	53.1%	45.0%	47.2%	37.9%	40.9%	43.8%	55.8%	40.0%	44.9%	45.0%	54.5%	41.0%
	Strongly agree	14.3%	10.0%	15.4%	14.2%	12.4%	11.8%	10.5%	13.0%	8.0%	12.9%	14.0%	16.5%	21.3%
A14g I trust EPA to be fair to all employees when: Handling recruitment.	Strongly disagree	7.6%	5.6%	7.0%	6.4%	14.6%	9.0%	5.9%	6.5%	8.0%	7.6%	7.7%	9.3%	8.0%
	Disagree	9.0%	9.3%	12.5%	14.2%	16.3%	18.4%	15.8%	11.7%	20.0%	13.1%	13.4%	12.8%	15.4%
	Neither agree nor disagree	26.2%	26.1%	29.1%	31.0%	24.7%	28.2%	29.6%	16.9%	24.0%	30.1%	27.0%	24.8%	18.1%
	Agree	43.8%	50.9%	37.4%	37.1%	33.7%	34.1%	42.1%	50.6%	44.0%	38.6%	40.8%	42.0%	44.1%
	Strongly agree	13.3%	8.1%	14.1%	11.3%	10.7%	10.2%	6.6%	14.3%	4.0%	10.5%	11.1%	11.1%	14.4%

## Notes on Section B Findings

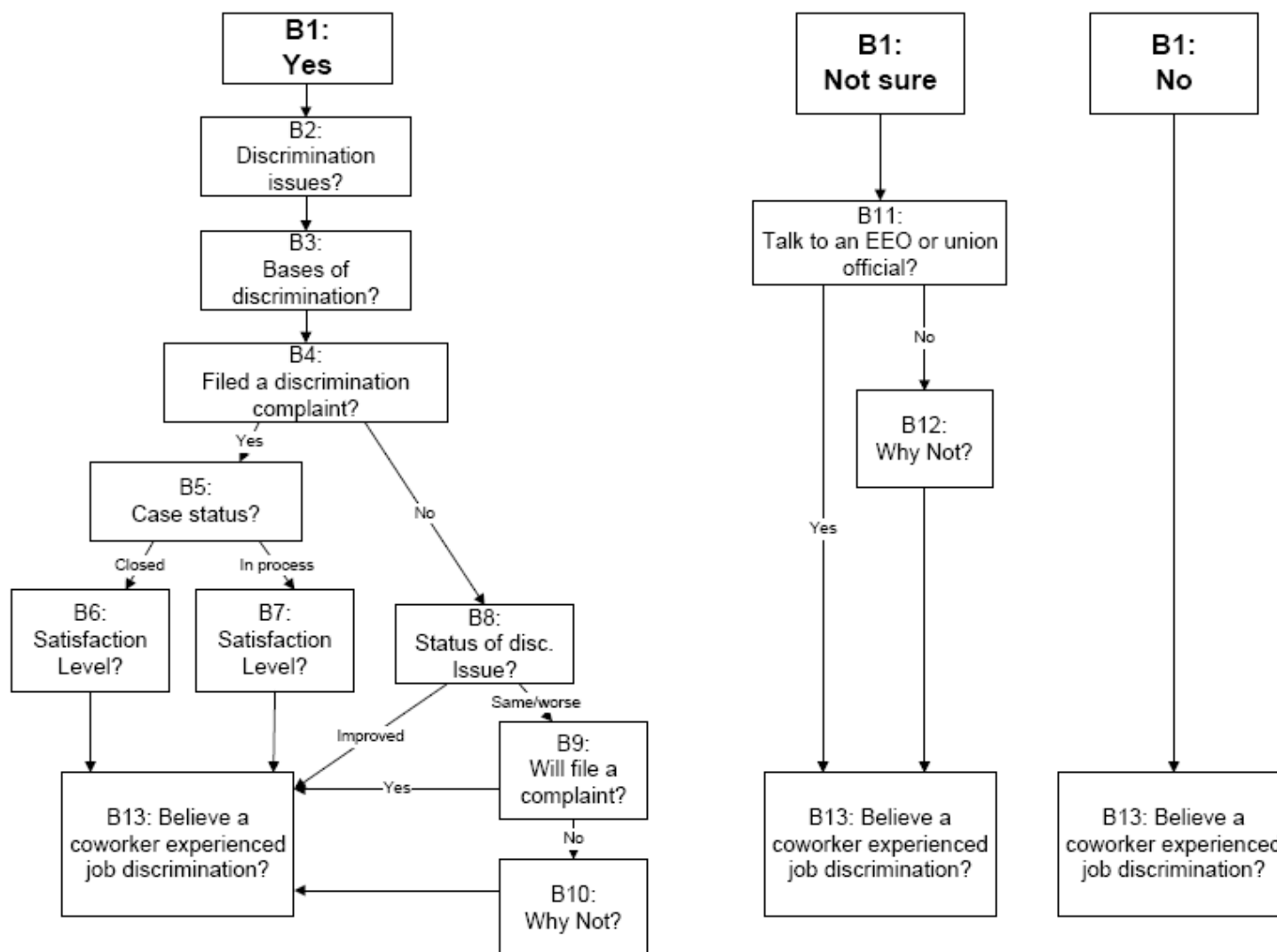
Because Section B had complex skip patterns, the chart on the next page was included to help readers interpret Section B results correctly.

Also, the findings are not broken out by Region or by AAship because many of the Section B table cells for individual regions and AAships had fewer than 10 respondents. Even some table cells for all regional offices combined and all AAship offices combined had fewer than 10 respondents. Data are not reported for items or subitems with fewer than 10 respondents in order to protect respondent confidentiality.

(This page intentionally left blank)

## Alternative Paths Through Section B for Respondents, Depending on Answers

B1: During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, national origin, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment? (Yes, Not sure, No)





(This page intentionally left blank)

SECTION B: Possible Personal Experience With On-the-Job Discrimination		Region	AAShip	Lab
Item Text	Response Option	(N = 4,235)	(N = 3,047)	(N = 700)
B1. During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, national origin, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment?	Yes	13.3% (n = 563)	15.8% (n = 480)	10.3% (n = 72)
	No (Go to QB13)	76.6%	75.2%	79.9%
	Not sure (Go to QB11)	10.0% (n = 423)	9.0% (n = 27)	9.7% (n = 68)
B2. Which of the following issues apply to your employment discrimination experience at the EPA during the past 12 months: (percentage checking the item)	Hiring	9.6%	8.5%	5.6%
	Promotion	50.3%	51.7%	54.2%
	Job training	20.8%	20.6%	20.8%
	Career development	44.0%	44.2%	55.6%
	Compensation	22.7%	22.3%	26.4%
	Performance evaluations	46.7%	52.9%	50.0%
	Other	24.0%	18.5%	19.4%
B3. Which of the following bases of discrimination do you believe you experienced at the EPA during the past 12 months: (percentage checking the item)	Race	41.9%	44.2%	31.9%
	Color	17.6%	19.4%	16.7%
	Gender	37.7%	32.9%	36.1%
	Age	41.9%	43.8%	44.4%
	Disability	11.5%	11.9%	6.9%
	Religion	3.4%	2.9%	1.4%
	Sexual orientation	4.6%	5.6%	5.6%
	Parental status	9.4%	9.0%	11.1%
	Reprisal	32.3%	32.7%	37.5%
	Sexual harassment	3.6%	3.5%	2.8%
B4. Did you file a formal discrimination complaint with EPA's Office of Civil Rights during the past 12 months?	Yes	4.5% (n = 25)	4.7% (n = 22)	0% (n = 0)
	No (Go to B8)	95.5%	95.3%	100.0%
B5. Did the complaint result in a finding of discrimination, was it settled, was it withdrawn, or is it still being processed?	Resulted in a finding of discrimination	n < 10	n < 10	N/A
	Was settled	n < 10	n < 10	N/A
	Was withdrawn	n < 10	n < 10	N/A
	Still being processed (Go to B7)	72.7%	59.1%	N/A
B6. Regardless of the outcome of your complaint, how satisfied or dissatisfied were you with how EPA handled the complaint?	Very dissatisfied	n < 10	n < 10	N/A
	Dissatisfied	n < 10	n < 10	N/A
	Neither dissatisfied nor satisfied	n < 10	n < 10	N/A
	Satisfied	n < 10	n < 10	N/A
	Very Satisfied	n < 10	n < 10	N/A
B7. So far, how satisfied or dissatisfied are you with the discrimination complaint process?	Very dissatisfied	68.8%	n < 10	N/A
	Dissatisfied	n < 10	n < 10	N/A
	Neither dissatisfied nor satisfied	n < 10	n < 10	N/A
	Satisfied	n < 10	n < 10	N/A
	Very Satisfied	n < 10	n < 10	N/A

SECTION B: Possible Personal Experience with On-the-Job Discrimination		Region	AAShip	Lab
Item Text	Response Option	(N = 4,235)	(N = 3,047)	(N = 700)
B8. What is the current status of the discrimination issue you experienced during the past 12 months?	It has been taken care of to my satisfaction ( <i>Go to B13</i> )	7.9%	7.0%	7.2%
	It is still a problem but the situation has improved ( <i>Go to B13</i> )	17.8%	17.1%	7.2%
	The situation is currently about the same	63.8%	63.6%	73.9%
	The situation is worse	10.4%	12.4%	11.6%
B9. If the discrimination issue doesn't improve, do you think you will file a formal discrimination complaint?	Yes	0.0%	0.0%	0.0%
	No	100.0%	100.0%	100.0%
B10. Why aren't you likely to file a formal discrimination complaint if the discrimination issue doesn't improve? ( <i>percentage responding yes to each response option</i> )	I am worried about what might happen to me if I file a complaint.	80.0%	79.6%	84.6%
	I am worried about what might happen to someone else if I file a complaint.	21.9%	25.7%	24.2%
	I do not think filing a complaint will make a difference in my situation.	97.0%	97.7%	95.0%
	I'm not sure how to file a complaint	18.2%	28.6%	25.8%
	Other reason	36.7%	48.1%	29.2%
B11. Did you talk to an Equal Employment official or a union official about your situation?	Yes ( <i>Go to B13</i> )	12.3%	5.6%	11.8%
	No	87.7%	94.4%	88.2%
B12. Why didn't you talk to an Equal Employment official or a union official about your situation? ( <i>percentage responding yes each response option</i> )	I was worried about what might happen to me if I asked about the situation.	42.4%	40.4%	46.3%
	I was worried about what might happen to someone else if I asked about the situation.	19.7%	17.0%	18.9%
	I didn't think talking to someone about it would make a difference in my situation.	83.7%	81.4%	89.8%
	I didn't know how the complaint process worked.	16.3%	37.3%	42.3%
B13. Do you know of any employee (not including yourself) that you believe was discriminated against at EPA during the past 12 months because of race, color, national origin, sex, age, religion, disability, sexual orientation, or parental status or was subject to reprisals or sexual harassment?	Yes	32.4%	22.7%	18.1%
	No	67.6%	77.3%	81.9%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		AAShip												
Item Text	Response Option	OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
		(N = 210)	(N = 162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
C1 How familiar are you with: EPA's Office of Civil Rights website?	I have visited this website more than once during the past 12 months.	6.3%	9.4%	13.9%	9.9%	10.6%	8.8%	12.7%	10.4%	25.0%	9.7%	5.9%	10.5%	17.7%
	I have visited this website only once during the past 12 months.	19.3%	20.0%	18.4%	14.4%	15.1%	14.1%	17.3%	7.8%	16.7%	13.2%	13.4%	15.0%	12.4%
	I know about this website but have not visited it during the past 12 months.	46.9%	42.5%	41.1%	42.2%	36.9%	41.4%	46.7%	37.7%	37.5%	46.7%	44.9%	50.0%	42.5%
	I know nothing at all about this website	27.5%	28.1%	26.5%	33.5%	37.4%	35.7%	23.3%	44.2%	20.8%	30.4%	35.8%	24.5%	27.4%
C2 How familiar are you with: EPA's Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodation and (2) Title VII (internal complaint process)?	I have completed both the Reasonable Accommodation and the Title VII OCR Intranet civil rights training module during the past 12 months.	16.1%	12.7%	17.0%	13.8%	13.2%	15.8%	16.8%	13.3%	16.7%	14.4%	13.7%	13.9%	18.9%
	I have completed only one of the two OCR Intranet civil rights training modules during the past 12 months.	12.2%	10.1%	14.4%	13.2%	10.9%	10.4%	20.8%	8.0%	20.8%	11.5%	8.8%	17.6%	14.6%
	I know about at least one of the OCR Intranet civil rights training modules but have not tried to complete one during the past 12 months.	32.7%	25.9%	26.9%	29.8%	28.7%	23.3%	20.1%	28.0%	33.3%	30.3%	27.8%	29.6%	26.5%
	I know nothing at all about either of the OCR Intranet civil rights training modules.	39.0%	51.3%	41.6%	43.3%	47.1%	50.4%	42.3%	50.7%	29.2%	43.8%	49.8%	38.9%	40.0%
C3 How familiar are you with: EPA's 2007 Equal Employment Opportunity (EEO) Policy? (issued on June 14, 2007).	I am very familiar with EPA's 2007 EEO Policy.	8.7%	7.5%	11.7%	6.9%	10.2%	7.0%	6.0%	11.7%	.0%	6.7%	5.5%	5.5%	11.9%
	I am somewhat familiar with EPA's 2007 EEO Policy.	33.3%	36.3%	35.1%	30.0%	35.6%	28.4%	36.0%	19.5%	62.5%	30.1%	33.0%	37.8%	34.6%
	I have heard about EPA's 2007 EEO Policy, but I am not familiar with it.	36.7%	35.0%	33.4%	43.2%	31.6%	36.6%	40.7%	31.2%	20.8%	36.7%	42.8%	36.4%	30.8%
	I know nothing at all about EPA's 2007 EEO Policy.	21.3%	21.3%	19.8%	19.8%	22.6%	28.0%	17.3%	37.7%	16.7%	26.5%	18.8%	20.3%	22.7%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		AAShip												
Item Text	Response Option	OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
		(N = 210)	(N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
C4 How familiar are you with: EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities?	I have used EPA's Order and Procedures to request, or process a request, for reasonable accommodation during the past 12 months.	4.4%	3.8%	5.8%	3.9%	2.8%	2.0%	10.1%	2.6%	.0%	6.4%	3.0%	2.8%	8.6%
	I am somewhat familiar with EPA's Reasonable Accommodation Order and Procedures.	40.2%	36.9%	43.7%	34.2%	38.1%	33.6%	39.6%	24.7%	50.0%	33.3%	34.3%	41.9%	31.9%
	I have heard about EPA's Reasonable Accommodation Order and Procedures, but I am not familiar with them.	33.8%	32.5%	33.3%	39.6%	36.9%	38.9%	32.9%	39.0%	37.5%	42.1%	39.1%	33.2%	36.8%
	I know nothing at all about them	21.6%	26.9%	17.2%	22.2%	22.2%	25.5%	17.4%	33.8%	12.5%	18.2%	23.7%	22.1%	22.7%
C5 Regardless of the outcome, were you treated fairly during the Reasonable Accommodation process?	Yes	87.5%	100.0%	73.3%	75.0%	80.0%	100.0%	80.0%	100.0%	.0%	75.0%	90.9%	83.3%	100.0%
	No	12.5%	.0%	26.7%	25.0%	20.0%	.0%	20.0%	.0%	.0%	25.0%	9.1%	16.7%	.0%
C6 Have you ever received training, either on-line or in-person, on the Reasonable Accommodation Order and Procedures?	Yes	58.3%	66.7%	77.8%	53.3%	62.5%	50.0%	68.8%	50.0%	.0%	76.7%	75.0%	71.4%	75.0%
	No	41.7%	33.3%	22.2%	46.7%	37.5%	50.0%	31.3%	50.0%	.0%	23.3%	25.0%	28.6%	25.0%
C7 Do you know the name of EPA's <u>National</u> Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	14.6%	12.9%	19.7%	12.0%	8.6%	12.6%	18.0%	23.5%	23.8%	9.9%	6.6%	6.5%	24.3%
	Yes, I know the person's name but not the contact information for this person.	2.4%	.9%	2.0%	.0%	.7%	1.1%	1.6%	2.0%	4.8%	.8%	.0%	1.8%	.7%
	Yes, I know how to contact this person, but I do not know the person's name.	15.9%	24.1%	17.7%	20.5%	22.1%	17.5%	22.1%	15.7%	33.3%	15.4%	19.2%	18.2%	20.8%
	No, I do not know the name of this person or how to contact this person.	67.1%	62.1%	60.6%	67.4%	68.6%	68.9%	58.2%	58.8%	38.1%	73.9%	74.2%	73.5%	54.2%
C8 Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	12.2%	14.7%	28.0%	17.4%	14.0%	16.3%	20.3%	19.6%	38.1%	9.3%	12.6%	11.2%	22.4%
	Yes, I know the person's name but not the contact information for this person.	3.0%	.0%	1.6%	.8%	1.5%	1.1%	.8%	.0%	.0%	.8%	.9%	1.8%	.7%
	Yes, I know how to contact this person, but I do not know the person's name.	14.0%	21.6%	17.7%	18.6%	23.5%	16.3%	22.0%	17.6%	19.0%	16.7%	18.0%	18.2%	19.6%
	No, I do not know the name of this person or how to contact this person.	70.7%	63.8%	52.8%	63.2%	61.0%	66.3%	56.9%	62.7%	42.9%	73.2%	68.5%	68.8%	57.3%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		AAShip												
		OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
Item Text	Response Option	(N = 210)	(N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
C9 Have you ever requested and received information from either the National or local Reasonable Accommodation Coordinator?	Yes, I requested information and I received it.	15.9%	8.6%	17.3%	9.7%	12.2%	10.3%	19.0%	15.7%	14.3%	10.9%	5.4%	11.2%	19.4%
	Yes, I requested information, but I did not receive it.	1.2%	.9%	.4%	1.2%	.7%	1.1%	1.7%	2.0%	.0%	.8%	.0%	.0%	1.4%
	No, I did not request information.	82.9%	90.5%	82.4%	89.1%	87.1%	88.6%	79.3%	82.4%	85.7%	88.3%	94.6%	88.8%	79.2%
C10 Was the information you received from the Reasonable Accommodation Coordinator helpful to you?	Yes	92.3%	100.0%	93.2%	88.0%	100.0%	100.0%	82.6%	100.0%	100.0%	85.0%	94.4%	89.5%	85.7%
	No	7.7%	.0%	6.8%	12.0%	.0%	.0%	17.4%	.0%	.0%	15.0%	5.6%	10.5%	14.3%

(This page intentionally left blank)

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		AAShip												
Item Text	Response Option	OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
		(N = 210)	(N = 162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
C1 How familiar are you with: EPA's Office of Civil Rights website?	I have visited this website more than once during the past 12 months.	6.3%	9.4%	13.9%	9.9%	10.6%	8.8%	12.7%	10.4%	25.0%	9.7%	5.9%	10.5%	17.7%
	I have visited this website only once during the past 12 months.	19.3%	20.0%	18.4%	14.4%	15.1%	14.1%	17.3%	7.8%	16.7%	13.2%	13.4%	15.0%	12.4%
	I know about this website but have not visited it during the past 12 months.	46.9%	42.5%	41.1%	42.2%	36.9%	41.4%	46.7%	37.7%	37.5%	46.7%	44.9%	50.0%	42.5%
	I know nothing at all about this website	27.5%	28.1%	26.5%	33.5%	37.4%	35.7%	23.3%	44.2%	20.8%	30.4%	35.8%	24.5%	27.4%
C2 How familiar are you with: EPA's Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodation and (2) Title VII (internal complaint process)?	I have completed both the Reasonable Accommodation and the Title VII OCR Intranet civil rights training module during the past 12 months.	16.1%	12.7%	17.0%	13.8%	13.2%	15.8%	16.8%	13.3%	16.7%	14.4%	13.7%	13.9%	18.9%
	I have completed only one of the two OCR Intranet civil rights training modules during the past 12 months.	12.2%	10.1%	14.4%	13.2%	10.9%	10.4%	20.8%	8.0%	20.8%	11.5%	8.8%	17.6%	14.6%
	I know about at least one of the OCR Intranet civil rights training modules but have not tried to complete one during the past 12 months.	32.7%	25.9%	26.9%	29.8%	28.7%	23.3%	20.1%	28.0%	33.3%	30.3%	27.8%	29.6%	26.5%
	I know nothing at all about either of the OCR Intranet civil rights training modules.	39.0%	51.3%	41.6%	43.3%	47.1%	50.4%	42.3%	50.7%	29.2%	43.8%	49.8%	38.9%	40.0%
C3 How familiar are you with: EPA's 2007 Equal Employment Opportunity (EEO) Policy? (issued on June 14, 2007).	I am very familiar with EPA's 2007 EEO Policy.	8.7%	7.5%	11.7%	6.9%	10.2%	7.0%	6.0%	11.7%	.0%	6.7%	5.5%	5.5%	11.9%
	I am somewhat familiar with EPA's 2007 EEO Policy.	33.3%	36.3%	35.1%	30.0%	35.6%	28.4%	36.0%	19.5%	62.5%	30.1%	33.0%	37.8%	34.6%
	I have heard about EPA's 2007 EEO Policy, but I am not familiar with it.	36.7%	35.0%	33.4%	43.2%	31.6%	36.6%	40.7%	31.2%	20.8%	36.7%	42.8%	36.4%	30.8%
	I know nothing at all about EPA's 2007 EEO Policy.	21.3%	21.3%	19.8%	19.8%	22.6%	28.0%	17.3%	37.7%	16.7%	26.5%	18.8%	20.3%	22.7%



SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		AAShip												
Item Text	Response Option	OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
		(N = 210)	(N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
C4 How familiar are you with: EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities?	I have used EPA's Order and Procedures to request, or process a request, for reasonable accommodation during the past 12 months.	4.4%	3.8%	5.8%	3.9%	2.8%	2.0%	10.1%	2.6%	.0%	6.4%	3.0%	2.8%	8.6%
	I am somewhat familiar with EPA's Reasonable Accommodation Order and Procedures.	40.2%	36.9%	43.7%	34.2%	38.1%	33.6%	39.6%	24.7%	50.0%	33.3%	34.3%	41.9%	31.9%
	I have heard about EPA's Reasonable Accommodation Order and Procedures, but I am not familiar with them.	33.8%	32.5%	33.3%	39.6%	36.9%	38.9%	32.9%	39.0%	37.5%	42.1%	39.1%	33.2%	36.8%
	I know nothing at all about them	21.6%	26.9%	17.2%	22.2%	22.2%	25.5%	17.4%	33.8%	12.5%	18.2%	23.7%	22.1%	22.7%
C5 Regardless of the outcome, were you treated fairly during the Reasonable Accommodation process?	Yes	87.5%	100.0%	73.3%	75.0%	80.0%	100.0%	80.0%	100.0%	.0%	75.0%	90.9%	83.3%	100.0%
	No	12.5%	.0%	26.7%	25.0%	20.0%	.0%	20.0%	.0%	.0%	25.0%	9.1%	16.7%	.0%
C6 Have you ever received training, either on-line or in-person, on the Reasonable Accommodation Order and Procedures?	Yes	58.3%	66.7%	77.8%	53.3%	62.5%	50.0%	68.8%	50.0%	.0%	76.7%	75.0%	71.4%	75.0%
	No	41.7%	33.3%	22.2%	46.7%	37.5%	50.0%	31.3%	50.0%	.0%	23.3%	25.0%	28.6%	25.0%
C7 Do you know the name of EPA's <u>National</u> Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	14.6%	12.9%	19.7%	12.0%	8.6%	12.6%	18.0%	23.5%	23.8%	9.9%	6.6%	6.5%	24.3%
	Yes, I know the person's name but not the contact information for this person.	2.4%	.9%	2.0%	.0%	.7%	1.1%	1.6%	2.0%	4.8%	.8%	.0%	1.8%	.7%
	Yes, I know how to contact this person, but I do not know the person's name.	15.9%	24.1%	17.7%	20.5%	22.1%	17.5%	22.1%	15.7%	33.3%	15.4%	19.2%	18.2%	20.8%
	No, I do not know the name of this person or how to contact this person.	67.1%	62.1%	60.6%	67.4%	68.6%	68.9%	58.2%	58.8%	38.1%	73.9%	74.2%	73.5%	54.2%
C8 Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	12.2%	14.7%	28.0%	17.4%	14.0%	16.3%	20.3%	19.6%	38.1%	9.3%	12.6%	11.2%	22.4%
	Yes, I know the person's name but not the contact information for this person.	3.0%	.0%	1.6%	.8%	1.5%	1.1%	.8%	.0%	.0%	.8%	.9%	1.8%	.7%
	Yes, I know how to contact this person, but I do not know the person's name.	14.0%	21.6%	17.7%	18.6%	23.5%	16.3%	22.0%	17.6%	19.0%	16.7%	18.0%	18.2%	19.6%
	No, I do not know the name of this person or how to contact this person.	70.7%	63.8%	52.8%	63.2%	61.0%	66.3%	56.9%	62.7%	42.9%	73.2%	68.5%	68.8%	57.3%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		AAShip												
		OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
Item Text	Response Option	(N = 210)	(N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
C9 Have you ever requested and received information from either the National or local Reasonable Accommodation Coordinator?	Yes, I requested information and I received it.	15.9%	8.6%	17.3%	9.7%	12.2%	10.3%	19.0%	15.7%	14.3%	10.9%	5.4%	11.2%	19.4%
	Yes, I requested information, but I did not receive it.	1.2%	.9%	.4%	1.2%	.7%	1.1%	1.7%	2.0%	.0%	.8%	.0%	.0%	1.4%
	No, I did not request information.	82.9%	90.5%	82.4%	89.1%	87.1%	88.6%	79.3%	82.4%	85.7%	88.3%	94.6%	88.8%	79.2%
C10 Was the information you received from the Reasonable Accommodation Coordinator helpful to you?	Yes	92.3%	100.0%	93.2%	88.0%	100.0%	100.0%	82.6%	100.0%	100.0%	85.0%	94.4%	89.5%	85.7%
	No	7.7%	.0%	6.8%	12.0%	.0%	.0%	17.4%	.0%	.0%	15.0%	5.6%	10.5%	14.3%

(This page intentionally left blank)

SECTION D: SPECIAL EMPHASIS AND DIVERSITY PROGRAMS		AAShip												
		OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	ARM - Office of Administration and Resources Management	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
Item Text	Response Option	(N = 210)	(N = 162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
D1a. Martin Luther King Observance (January).	Yes	22.7%	14.8%	38.0%	25.9%	31.8%	24.5%	27.9%	12.0%	62.5%	19.7%	23.8%	28.8%	43.5%
	No	77.3%	85.2%	62.0%	74.1%	68.2%	75.5%	72.1%	88.0%	37.5%	80.3%	76.2%	71.2%	56.5%
D1b. Black History Month (February).	Yes	21.4%	15.5%	30.4%	24.2%	31.8%	20.6%	29.9%	9.5%	41.7%	23.0%	21.7%	39.8%	36.0%
	No	78.6%	84.5%	69.6%	75.8%	68.2%	79.4%	70.1%	90.5%	58.3%	77.0%	78.3%	60.2%	64.0%
D1c. Women’s History Month (March).	Yes	15.5%	5.2%	17.3%	15.6%	13.7%	11.5%	15.6%	5.5%	20.0%	16.6%	19.2%	26.6%	21.1%
	No	84.5%	94.8%	82.7%	84.4%	86.3%	88.5%	84.4%	94.5%	80.0%	83.4%	80.8%	73.4%	78.9%
D1d. Take Your Sons and Daughters To Work Day (April).	Yes	17.8%	6.0%	11.2%	8.6%	6.7%	9.4%	7.7%	4.1%	5.0%	7.3%	7.0%	11.4%	14.1%
	No	82.2%	94.0%	88.8%	91.4%	93.3%	90.6%	92.3%	95.9%	95.0%	92.7%	93.0%	88.6%	85.9%
D1e. Administrative Professionals Week (April).	Yes	31.5%	12.4%	21.0%	32.3%	26.3%	21.4%	30.8%	41.1%	30.0%	23.0%	19.7%	33.3%	32.6%
	No	68.5%	87.6%	79.0%	67.7%	73.7%	78.6%	69.2%	58.9%	70.0%	77.0%	80.3%	66.7%	67.4%
D1f. Asian American / Pacific Islander Heritage Month (May).	Yes	16.7%	8.6%	14.4%	16.1%	13.6%	12.6%	22.7%	.0%	43.5%	14.8%	20.8%	28.9%	19.5%
	No	83.3%	91.4%	85.6%	83.9%	86.4%	87.4%	77.3%	100.0%	56.5%	85.2%	79.2%	71.1%	80.5%
D1g. Older Americans Month (May).	Yes	10.4%	12.5%	14.7%	10.7%	13.3%	7.7%	8.6%	.0%	28.6%	6.7%	9.9%	7.9%	14.5%
	No	89.6%	87.5%	85.3%	89.3%	86.7%	92.3%	91.4%	100.0%	71.4%	93.3%	90.1%	92.1%	85.5%
D1h. Gay and Lesbian Pride Month (June).	Yes	7.3%	3.3%	10.9%	10.4%	4.9%	4.3%	12.8%	6.8%	20.0%	3.2%	5.6%	5.0%	15.7%
	No	92.7%	96.7%	89.1%	89.6%	95.1%	95.7%	87.2%	93.2%	80.0%	96.8%	94.4%	95.0%	84.3%
D1i. Hispanic Heritage Month (mid-September – mid-October).	Yes	12.6%	8.7%	18.4%	15.7%	17.1%	13.1%	21.1%	10.7%	42.9%	12.1%	19.8%	25.9%	25.9%
	No	87.4%	91.3%	81.6%	84.3%	82.9%	86.9%	78.9%	89.3%	57.1%	87.9%	80.2%	74.1%	74.1%
D1j. Disability Employment Awareness Month (October).	Yes	12.2%	4.7%	14.4%	11.0%	12.2%	4.7%	13.4%	4.1%	20.0%	9.2%	9.7%	18.5%	15.5%
	No	87.8%	95.3%	85.6%	89.0%	87.8%	95.3%	86.6%	95.9%	80.0%	90.8%	90.3%	81.5%	84.5%
D1k. American Indian / Alaskan Native Heritage Month (November).	Yes	23.9%	9.1%	19.3%	13.8%	17.7%	12.3%	16.2%	5.5%	52.4%	13.4%	18.1%	33.7%	21.1%
	No	76.1%	90.9%	80.7%	86.2%	82.3%	87.7%	83.8%	94.5%	47.6%	86.6%	81.9%	66.3%	78.9%
D2a. The event(s) highlighted the contributions of various cultures, ethnicities, or groups.	Never	3.6%	5.7%	1.8%	3.1%	4.7%	2.8%	4.5%	5.4%	.0%	2.8%	3.0%	3.2%	2.8%
	Rarely	2.7%	3.8%	5.3%	3.1%	4.7%	4.6%	4.5%	.0%	.0%	5.6%	5.5%	1.3%	4.6%
	Sometimes	19.8%	15.1%	14.6%	16.6%	12.9%	18.3%	23.6%	18.9%	5.6%	18.7%	15.6%	12.1%	14.8%
	Usually	41.4%	39.6%	39.2%	46.6%	40.0%	39.4%	37.1%	40.5%	66.7%	46.3%	42.7%	46.5%	45.4%
	Always	32.4%	35.8%	39.2%	30.7%	37.6%	34.9%	30.3%	35.1%	27.8%	26.6%	33.2%	36.9%	32.4%
D2b. The event(s) raised employees’ awareness of the benefits of equal employment opportunity.	Never	7.2%	9.4%	4.1%	6.7%	8.1%	11.1%	10.1%	8.1%	.0%	5.2%	6.1%	4.5%	5.7%
	Rarely	10.8%	9.4%	7.7%	11.0%	9.3%	8.3%	12.4%	16.2%	.0%	16.5%	13.8%	11.5%	10.4%
	Sometimes	34.2%	34.0%	23.7%	28.2%	27.9%	30.6%	25.8%	13.5%	55.6%	28.8%	27.0%	28.7%	28.3%
	Usually	29.7%	26.4%	36.7%	38.7%	29.1%	28.7%	30.3%	43.2%	27.8%	32.1%	33.2%	35.7%	31.1%
	Always	18.0%	20.8%	27.8%	15.3%	25.6%	21.3%	21.3%	18.9%	16.7%	17.5%	19.9%	19.7%	24.5%

SECTION D: SPECIAL EMPHASIS AND DIVERSITY PROGRAMS		AAShip												
		OW - Office of Water	OIG - Office of Inspector General	OGC - Office of General Counsel	"ARM - Office of Administration and Resources Management"	OAR - Office of Air and Radiation	OCFO - Chief Financial Officer	OECA - Office of Enforcement & Compliance Assurance	OEI - Office of Environmental Information	OIA - Office of International Affairs	OPPTS - Office of Prevention, Pesticides and Toxic Substance	ORD - Office of Research and Development	OSWER - Office of Solid Waste and Emergency Response	OA - Office of the Administrator
Item Text	Response Option	(N = 210)	(N =162)	(N = 313)	(N = 346)	(N = 180)	(N = 255)	(N = 153)	(N = 78)	(N = 25)	(N = 464)	(N = 446)	(N = 226)	(N = 189)
D2c. The event(s) promoted acceptance of differences within the workforce.	Never	4.5%	7.5%	3.5%	1.9%	7.0%	4.6%	7.8%	5.4%	5.6%	4.2%	4.1%	1.9%	6.6%
	Rarely	7.1%	3.8%	5.3%	8.0%	4.7%	8.3%	7.8%	5.4%	.0%	10.8%	8.8%	5.8%	6.6%
	Sometimes	24.1%	15.1%	20.5%	22.8%	24.4%	29.6%	27.8%	21.6%	16.7%	25.8%	21.1%	19.9%	21.7%
	Usually	40.2%	45.3%	36.3%	38.9%	33.7%	30.6%	34.4%	43.2%	50.0%	38.0%	39.7%	41.0%	34.9%
	Always	24.1%	28.3%	34.5%	28.4%	30.2%	26.9%	22.2%	24.3%	27.8%	21.1%	26.3%	31.4%	30.2%
D2d. The event speakers focused on topics relevant to affirmative employment.	Never	5.4%	9.4%	5.9%	3.1%	7.0%	6.8%	10.1%	8.3%	.0%	6.2%	5.1%	3.8%	5.7%
	Rarely	11.7%	5.7%	4.1%	13.5%	5.8%	14.6%	4.5%	13.9%	5.6%	9.5%	14.4%	15.4%	12.3%
	Sometimes	30.6%	24.5%	30.0%	31.3%	31.4%	32.0%	28.1%	30.6%	38.9%	34.3%	30.8%	30.1%	23.6%
	Usually	37.8%	37.7%	33.5%	39.9%	32.6%	25.2%	39.3%	25.0%	38.9%	33.3%	32.8%	35.3%	35.8%
	Always	14.4%	22.6%	26.5%	12.3%	23.3%	21.4%	18.0%	22.2%	16.7%	16.7%	16.9%	15.4%	22.6%
D3. During the past 24 months, did you serve as a collateral Special Emphasis Diversity Program Manager?	Yes	2.6%	5.8%	5.4%	4.5%	2.2%	4.3%	4.5%	2.4%	35.3%	3.2%	5.0%	1.9%	3.5%
	No	97.4%	94.2%	94.6%	95.5%	97.8%	95.7%	95.5%	97.6%	64.7%	96.8%	95.0%	98.1%	96.5%

## **Appendix G**

### **Item-Level Results for EPA Lab Site Respondents**

Note: These results are based on responses from survey respondents who self-reported they work at lab sites.

(This page intentionally left blank)

SECTION A: ORGANIZATIONAL CULTURE		
Item Text	Response Option	LAB
		(N = 700)
A1 EPA provides employees with information about their civil rights in the workplace.	Strongly disagree	3.7%
	Disagree	7.9%
	Neither agree nor disagree	12.6%
	Agree	51.3%
	Strongly agree	22.1%
	Do not know	2.4%
A2 EPA educates employees about unacceptable behavior in the workplace.	Strongly disagree	3.7%
	Disagree	13.0%
	Neither agree nor disagree	13.7%
	Agree	47.7%
	Strongly agree	21.0%
	Do not know	.9%
A3 EPA instructs employees on how to report unacceptable behavior in the workplace.	Strongly disagree	5.0%
	Disagree	16.0%
	Neither agree nor disagree	14.2%
	Agree	48.4%
	Strongly agree	14.9%
	Do not know	1.6%
A4 EPA is committed to having a diverse workforce.	Strongly disagree	2.9%
	Disagree	5.6%
	Neither agree nor disagree	12.9%
	Agree	41.5%
	Strongly agree	34.1%
	Do not know	3.0%
A5 EPA employees treat one another with respect.	Strongly disagree	2.7%
	Disagree	7.7%
	Neither agree nor disagree	12.6%
	Agree	53.8%
	Strongly agree	22.9%
	Do not know	.3%
A6 EPA tries to remove barriers to advancement opportunities for employees.	Strongly disagree	6.6%
	Disagree	16.0%
	Neither agree nor disagree	20.9%
	Agree	38.1%
	Strongly agree	14.8%
	Do not know	3.6%



SECTION A: ORGANIZATIONAL CULTURE		LAB
Item Text	Response Option	(N = 700)
A7 Some EPA managers prefer hiring employees that share their background or physical characteristics.  <b>Note:</b> Negatively worded item – <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	13.9%
	Agree	22.4%
	Neither agree nor disagree	20.8%
	Disagree	22.0%
	Strongly disagree	7.0%
	Do not know	13.9%
A8 EPA employees speak up when they observe unacceptable behavior in the workplace.	Strongly disagree	6.6%
	Disagree	20.9%
	Neither agree nor disagree	24.5%
	Agree	32.6%
	Strongly agree	7.3%
	Do not know	8.2%
A9 EPA sometimes tolerates unfair treatment in the workplace.  <b>Note:</b> Negatively worded item – <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	11.6%
	Agree	34.0%
	Neither agree nor disagree	17.9%
	Disagree	22.7%
	Strongly disagree	6.4%
	Do not know	7.4%
A10 I would receive impartial support from EPA if I filed a job discrimination complaint.	Strongly disagree	6.0%
	Disagree	16.9%
	Neither agree nor disagree	27.0%
	Agree	19.6%
	Strongly agree	5.9%
	Do not know	24.7%
A11 I would feel comfortable talking to EPA managers and supervisors in my division/department about unacceptable behavior in the workplace.	Strongly disagree	5.9%
	Disagree	16.0%
	Neither agree nor disagree	13.3%
	Agree	42.9%
	Strongly agree	20.6%
	Do not know	1.3%
A12 I feel there will be negative consequences for me if I report unfair treatment at work.  <b>Note:</b> Negatively worded item – <i>Disagree</i> and <i>Strongly disagree</i> are positive responses.	Strongly agree	9.6%
	Agree	18.2%
	Neither agree nor disagree	19.1%
	Disagree	34.7%
	Strongly disagree	10.3%
	Do not know	8.2%

SECTION A: ORGANIZATIONAL CULTURE		
Item Text	Response Option	LAB
		(N = 700)
A13a I trust EPA to: Consistently enforce EPA's equal employment opportunity policies.	Strongly disagree	5.2%
	Disagree	11.3%
	Neither agree nor disagree	23.6%
	Agree	51.0%
	Strongly agree	8.9%
A13b I trust EPA to: Respond promptly to allegations of illegal discrimination.	Strongly disagree	3.7%
	Disagree	11.8%
	Neither agree nor disagree	26.5%
	Agree	45.5%
	Strongly agree	12.4%
A13c I trust EPA to: Treat employees with respect when they file a discrimination complaint.	Strongly disagree	4.5%
	Disagree	13.2%
	Neither agree nor disagree	28.6%
	Agree	44.3%
	Strongly agree	9.5%
A14a I trust EPA to be fair to all employees when: Providing access to professional training.	Strongly disagree	3.6%
	Disagree	10.8%
	Neither agree nor disagree	11.2%
	Agree	58.0%
	Strongly agree	16.4%
A14b I trust EPA to be fair to all employees when: Conducting performance appraisals.	Strongly disagree	7.3%
	Disagree	14.6%
	Neither agree nor disagree	17.6%
	Agree	47.4%
	Strongly agree	13.0%
A14c I trust EPA to be fair to all employees when: Deciding on promotions.	Strongly disagree	10.3%
	Disagree	24.0%
	Neither agree nor disagree	20.7%
	Agree	35.6%
	Strongly agree	9.5%
A14d I trust EPA to be fair to all employees when: Recognizing and rewarding individual contributions.	Strongly disagree	9.2%
	Disagree	20.2%
	Neither agree nor disagree	17.6%
	Agree	41.5%
	Strongly agree	11.5%

SECTION A: ORGANIZATIONAL CULTURE		
Item Text	Response Option	LAB
		(N = 700)
A14e I trust EPA to be fair to all employees when: Handling discrimination complaints.	Strongly disagree	4.8%
	Disagree	11.1%
	Neither agree nor disagree	31.2%
	Agree	41.4%
	Strongly agree	11.5%
A14f I trust EPA to be fair to all employees when: Providing access to career development opportunities.	Strongly disagree	5.2%
	Disagree	14.8%
	Neither agree nor disagree	17.0%
	Agree	48.7%
	Strongly agree	14.4%
A14g I trust EPA to be fair to all employees when: Handling recruitment.	Strongly disagree	6.9%
	Disagree	11.8%
	Neither agree nor disagree	23.8%
	Agree	44.9%
	Strongly agree	12.6%

## Notes on Section B Findings

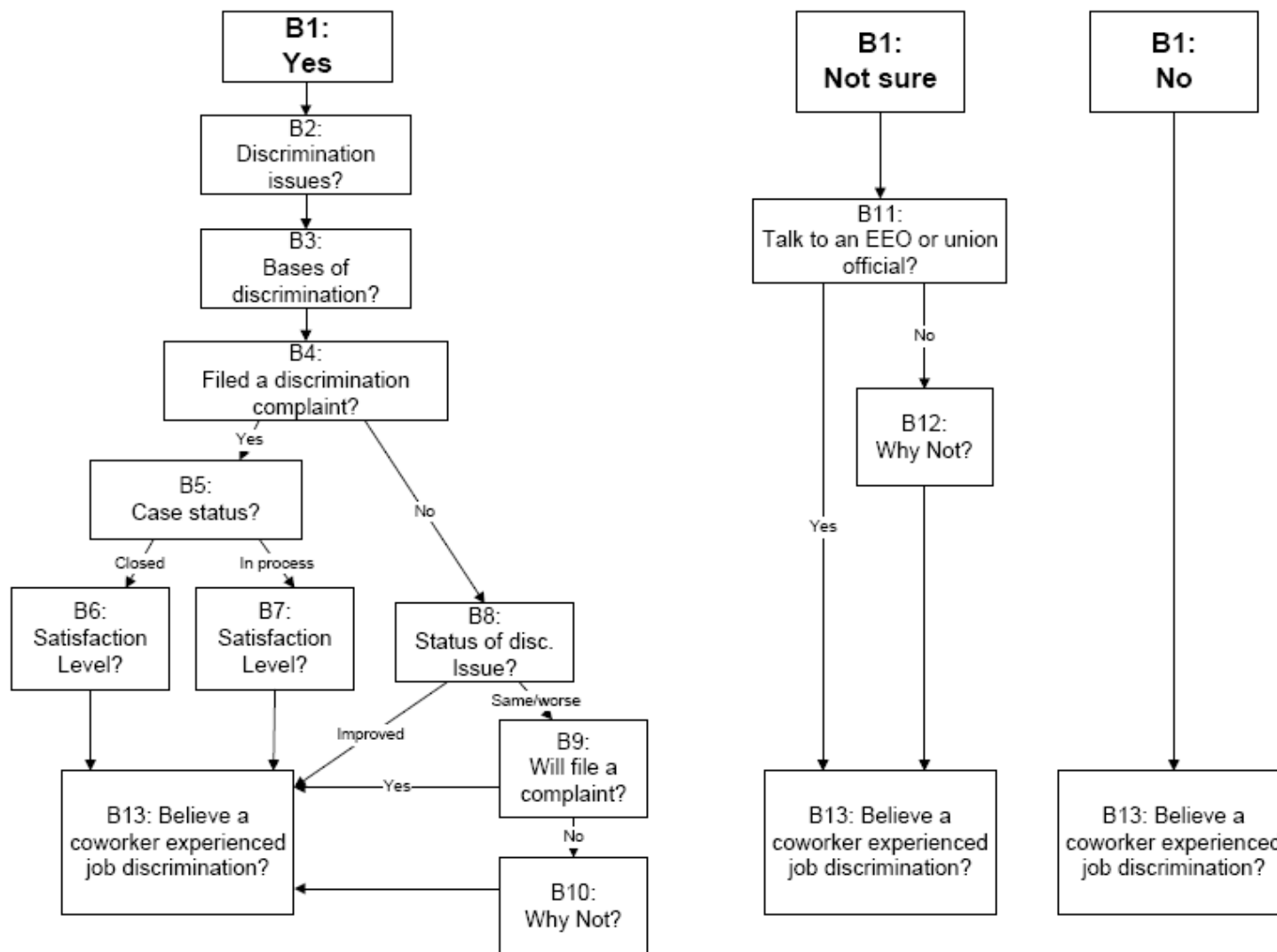
Because Section B had complex skip patterns, the chart on the next page was included to help readers interpret Section B results correctly.

Also, the findings are not broken out by Region or by AAship because many of the Section B table cells for individual regions and AAships had fewer than 10 respondents. Even some table cells for all regional offices combined and all AAship offices combined had fewer than 10 respondents. Data are not reported for items or subitems with fewer than 10 respondents in order to protect respondent confidentiality.

(This page intentionally left blank)

# Alternative Paths Through Section B for Respondents, Depending on Answers

B1: During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, national origin, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment? (Yes, Not sure, No)



(This page intentionally left blank)

SECTION B: Possible Personal Experience With On-the-Job Discrimination		Region	AAShip	Lab
Item Text	Response Option	(N = 4,235)	(N = 3,047)	(N = 700)
B1. During the past 12 months, do you believe you were discriminated against at EPA because of your race, color, national origin, gender, age, religion, disability, sexual orientation, or parental status or were subject to reprisals or sexual harassment?	Yes	13.3% (n = 563)	15.8% (n = 480)	10.3% (n = 72)
	No (Go to QB13)	76.6%	75.2%	79.9%
	Not sure (Go to QB11)	10.0% (n = 423)	9.0% (n = 27)	9.7% (n = 68)
B2. Which of the following issues apply to your employment discrimination experience at the EPA during the past 12 months: (percentage checking the item)	Hiring	9.6%	8.5%	5.6%
	Promotion	50.3%	51.7%	54.2%
	Job training	20.8%	20.6%	20.8%
	Career development	44.0%	44.2%	55.6%
	Compensation	22.7%	22.3%	26.4%
	Performance evaluations	46.7%	52.9%	50.0%
	Other	24.0%	18.5%	19.4%
B3. Which of the following bases of discrimination do you believe you experienced at the EPA during the past 12 months: (percentage checking the item)	Race	41.9%	44.2%	31.9%
	Color	17.6%	19.4%	16.7%
	Gender	37.7%	32.9%	36.1%
	Age	41.9%	43.8%	44.4%
	Disability	11.5%	11.9%	6.9%
	Religion	3.4%	2.9%	1.4%
	Sexual orientation	4.6%	5.6%	5.6%
	Parental status	9.4%	9.0%	11.1%
	Reprisal	32.3%	32.7%	37.5%
	Sexual harassment	3.6%	3.5%	2.8%
B4. Did you file a formal discrimination complaint with EPA's Office of Civil Rights during the past 12 months?	Yes	4.5% (n = 25)	4.7% (n = 22)	0% (n = 0)
	No (Go to B8)	95.5%	95.3%	100.0%
B5. Did the complaint result in a finding of discrimination, was it settled, was it withdrawn, or is it still being processed?	Resulted in a finding of discrimination	n < 10	n < 10	N/A
	Was settled	n < 10	n < 10	N/A
	Was withdrawn	n < 10	n < 10	N/A
	Still being processed (Go to B7)	72.7%	59.1%	N/A
B6. Regardless of the outcome of your complaint, how satisfied or dissatisfied were you with how EPA handled the complaint?	Very dissatisfied	n < 10	n < 10	N/A
	Dissatisfied	n < 10	n < 10	N/A
	Neither dissatisfied nor satisfied	n < 10	n < 10	N/A
	Satisfied	n < 10	n < 10	N/A
	Very Satisfied	n < 10	n < 10	N/A
B7. So far, how satisfied or dissatisfied are you with the discrimination complaint process?	Very dissatisfied	68.8%	n < 10	N/A
	Dissatisfied	n < 10	n < 10	N/A
	Neither dissatisfied nor satisfied	n < 10	n < 10	N/A
	Satisfied	n < 10	n < 10	N/A
	Very Satisfied	n < 10	n < 10	N/A



SECTION B: Possible Personal Experience with On-the-Job Discrimination		Region	AAShip	Lab
Item Text	Response Option	(N = 4,235)	(N = 3,047)	(N = 700)
B8. What is the current status of the discrimination issue you experienced during the past 12 months?	It has been taken care of to my satisfaction ( <i>Go to B13</i> )	7.9%	7.0%	7.2%
	It is still a problem but the situation has improved ( <i>Go to B13</i> )	17.8%	17.1%	7.2%
	The situation is currently about the same	63.8%	63.6%	73.9%
	The situation is worse	10.4%	12.4%	11.6%
B9. If the discrimination issue doesn't improve, do you think you will file a formal discrimination complaint?	Yes	0.0%	0.0%	0.0%
	No	100.0%	100.0%	100.0%
B10. Why aren't you likely to file a formal discrimination complaint if the discrimination issue doesn't improve? ( <i>percentage responding yes to each response option</i> )	I am worried about what might happen to me if I file a complaint.	80.0%	79.6%	84.6%
	I am worried about what might happen to someone else if I file a complaint.	21.9%	25.7%	24.2%
	I do not think filing a complaint will make a difference in my situation.	97.0%	97.7%	95.0%
	I'm not sure how to file a complaint	18.2%	28.6%	25.8%
	Other reason	36.7%	48.1%	29.2%
B11. Did you talk to an Equal Employment official or a union official about your situation?	Yes ( <i>Go to B13</i> )	12.3%	5.6%	11.8%
	No	87.7%	94.4%	88.2%
B12. Why didn't you talk to an Equal Employment official or a union official about your situation? ( <i>percentage responding yes each response option</i> )	I was worried about what might happen to me if I asked about the situation.	42.4%	40.4%	46.3%
	I was worried about what might happen to someone else if I asked about the situation.	19.7%	17.0%	18.9%
	I didn't think talking to someone about it would make a difference in my situation.	83.7%	81.4%	89.8%
	I didn't know how the complaint process worked.	16.3%	37.3%	42.3%
B13. Do you know of any employee (not including yourself) that you believe was discriminated against at EPA during the past 12 months because of race, color, national origin, sex, age, religion, disability, sexual orientation, or parental status or was subject to reprisals or sexual harassment?	Yes	32.4%	22.7%	18.1%
	No	67.6%	77.3%	81.9%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		
Item Text	Response Option	LAB
		(N = 700)
C1 How familiar are you with: EPA's Office of Civil Rights website?	I have visited this website more than once during the past 12 months.	8.1%
	I have visited this website only once during the past 12 months.	13.9%
	I know about this website but have not visited it during the past 12 months.	49.1%
	I know nothing at all about this website	28.9%
C2 How familiar are you with: EPA's Office of Civil Rights (OCR) Intranet Civil Rights Training Modules on (1) Reasonable Accommodations and (2) Title VII (internal complaint process)	I have completed both the Reasonable Accommodation and the Title VII OCR Intranet civil rights training module during the past 12 months.	15.2%
	I have completed only one of the two OCR Intranet civil rights training modules during the past 12 months.	8.9%
	I know about at least one of the OCR Intranet civil rights training modules but have not tried to complete one during the past 12 months.	27.9%
	I know nothing at all about either of the OCR Intranet civil rights training modules.	48.0%
C3 How familiar are you with: EPA's 2007 Equal Employment Opportunity (EEO) Policy (issued on June 14, 2007).	I am very familiar with EPA's 2007 EEO Policy.	9.1%
	I am somewhat familiar with EPA's 2007 EEO Policy.	35.2%
	I have heard about EPA's 2007 EEO Policy, but I am not familiar with it.	35.6%
	I know nothing at all about EPA's 2007 EEO Policy.	20.1%
C4 How familiar are you with: EPA's Order and Procedures on Providing Reasonable Accommodation to Qualified Applicants and Employees with Disabilities?	I have visited this website more than once during the past 12 months.	2.9%
	I have visited this website only once during the past 12 months.	39.4%
	I know about this website but have not visited it during the past 12 months.	39.5%
	I know nothing at all about this website	18.2%

SECTION C: AWARENESS OF EPA POLICIES, PROCEDURES, AND PROGRAMS		
Item Text	Response Option	LAB1
		(N = 700)
C5 Regardless of the outcome, were you treated fairly during the Reasonable Accommodation process?	Yes	88.9%
	No	11.1%
C6 Have you ever received training, either on-line or in-person, on the Reasonable Accommodation Order and Procedures?	Yes	78.3%
	No	21.7%
C7 Do you know the name of EPA's National Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	9.1%
	Yes, I know the person's name but not the contact information for this person.	1.2%
	Yes, I know how to contact this person, but I do not know the person's name.	20.6%
	No, I do not know the name of this person or how to contact this person.	69.1%
C8 Do you know the name of your local Reasonable Accommodation Coordinator, and how to contact this person?	Yes, I know both the person's name and how to contact this person.	21.2%
	Yes, I know the person's name but not the contact information for this person.	1.9%
	Yes, I know how to contact this person, but I do not know the person's name.	20.3%
	No, I do not know the name of this person or how to contact this person.	56.6%
C9 Have you ever requested and received information from either the National or local Reasonable Accommodation Coordinator?	Yes, I requested information and I received it	9.8%
	Yes, I requested information, but I did not receive it	.4%
	No, I did not request information	89.8%
C10 Was the information you received from the Reasonable Accommodation Coordinator helpful to you?	Yes	94.6%
	No	5.4%

SECTION D: SPECIAL EMPHASIS AND DIVERSITY PROGRAMS		
Item Text	Response Option	LAB
		(N = 700)
D1.a. Martin Luther King Observance (January).	Yes	23.4%
	No	76.6%
D1b. Black History Month (February).	Yes	26.5%
	No	73.5%
D1c. Women's History Month (March).	Yes	21.9%
	No	78.1%
D1d. Take Your Sons and Daughters To Work Day (April).	Yes	7.1%
	No	92.9%
D1e. Administrative Professionals Week (April).	Yes	26.5%
	No	73.5%
D1f. Asian American / Pacific Islander Heritage Month (May).	Yes	22.4%
	No	77.6%
D1g. Older Americans Month (May).	Yes	12.6%
	No	87.4%
D1h. Gay and Lesbian Pride Month (June).	Yes	6.8%
	No	93.2%
D1i. Hispanic Heritage Month (mid-September – mid-October).	Yes	22.6%
	No	77.4%
D1j. Disability Employment Awareness Month (October).	Yes	9.5%
	No	90.5%
D1k. American Indian / Alaskan Native Heritage Month (November).	Yes	17.8%
	No	82.2%
D2a. The event(s) highlighted the contributions of various cultures, ethnicities, or groups.	Never	3.6%
	Rarely	2.2%
	Sometimes	12.8%
	Usually	44.6%
	Always	36.8%
D2b. The event(s) raised employees' awareness of the benefits of equal employment opportunity.	Never	4.5%
	Rarely	11.8%
	Sometimes	30.4%
	Usually	33.0%
	Always	20.3%

SECTION D: SPECIAL EMPHASIS AND DIVERSITY PROGRAMS		
Item Text	Response Option	LAB
		(N = 700)
D2c. The event(s) promoted acceptance of differences within the workforce.	Never	4.2%
	Rarely	6.2%
	Sometimes	23.8%
	Usually	36.8%
	Always	28.9%
D2d. The event speakers focused on topics relevant to affirmative employment.	Never	8.2%
	Rarely	11.0%
	Sometimes	34.5%
	Usually	32.5%
	Always	13.8%
D3. During the past 24 months, did you serve as a collateral Special Emphasis Diversity Program Manager?	Yes	2.7%
	No	97.3%